EDITOR
ASSOC. PROF. DR. SERGUEI KURTOGLU

CONTEMPORARY TRANSFORMATIONS IN BUSINESSES AND INSTITUTIONS

RESEARCH, INNOVATION, SUSTAINABILITY, AND COMMUNICATION

BZT TURAN

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EDITOR
Assoc. Prof. Dr. Sergün KURTOĞLU

Assoc. Prof. Dr. Sergün Kurtoğlu works in the Department of Research Methods at the Faculty of Communication, Istanbul University, where he has served as an associate professor since 2012. After completing an associate degree in Market Research and Advertising at Istanbul University, Kurtoğlu went on to complete undergraduate, master's, and doctoral studies in the Department of Public Relations and Publicity at the same university. During the doctoral period, Kurtoğlu also conducted academic work at the Institute of Journalism and Communication Science at the University of Vienna through the Erasmus Program. In 2018, Kurtoğlu graduated from Istanbul University Faculty of Medicine and received the title of Medical Doctor. Academic interests include research methods, philosophy of knowledge, communication studies, public opinion, health communication, and marketing processes.

Before entering academia, Kurtoğlu worked at international research companies, serving in the quantitative and qualitative research departments of ACNielsen ZET and ProCon GfK Turkey. This professional experience included positions as media and advertising supervisor, field control officer, and staff member in the qualitative projects department. That background provided direct experience with different stages of research practice and contributed to a perspective that combines methodological reflection with applied research experience.

Kurtoğlu's research focuses particularly on the problem of objectivity in research, the role of context in research processes, the transformation of variables, and the relationship between information and knowledge. Within this framework, research is approached not simply as a technical process of data production, but as an epistemic field concerned with how knowledge is constructed, limited, and made meaningful. Studies on public opinion research, the limits of quantitative method, health communication, digital culture, and contemporary thought reflect different extensions of this line of inquiry. Articles on objectivity, context, and quantitative method, together with work on public opinion and communication processes, show the continuity of this research orientation.

In recent years, this research orientation has expanded into broader theoretical discussions on metamodernism, epistemic transformation, and artificial intelligence. The book Towards Metamodernism: Epistemic and Ontological Advancement Through Artificial Intelligence (2025) reflects this direction and presents a framework that considers research processes not only in methodological terms but also in their ontological and epistemological dimensions. Through articles, books, conference papers, and projects, Kurtoğlu continues to develop a critical, contextual, and multilayered approach to research.

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Preface

Today, businesses and institutions are being reshaped not only by economic and managerial change, but also by digitalization, sustainability, communication, employee well-being, and changes in the production of knowledge. Although these developments may appear in different areas of institutional life, they are deeply interconnected, influencing decision-making processes, organizational structures, stakeholder relations, and broader understandings of institutional responsibility. Contemporary institutions, therefore, can no longer be understood through a single variable or within the narrow limits of one discipline alone.

This book brings together five studies that approach these areas of transformation from different yet complementary perspectives. Its central aim is to offer a broader way of thinking about contemporary businesses and institutions, not only in terms of technical developments or narrowly defined managerial problems, but also through the interconnected dimensions of knowledge production, strategic orientation, human-centered approaches, institutional sustainability, and communication. In this sense, the book is more than a collection of separate topics; it provides a shared intellectual framework for understanding the layered nature of contemporary institutional transformation.

Today, the influence and effectiveness of institutions are measured not only by what they produce, but also by how they respond to change, how meaningfully they use digital opportunities, how they manage the balance between employee demands and well-being, how fully they embed sustainability into their structures, and how effectively they communicate with different publics. Seen from this perspective, the chapters in this volume may appear to address different themes, yet together they form a coherent whole, revealing the main components of contemporary institutional capacity. The book's distinctive contribution lies precisely in bringing together debates that often remain separate and reading them through a common perspective of institutional transformation.

The opening chapter, by Nasrullah Jan and Almabrok F. Ahmid, "Bibliometric Analysis of the Borsa Istanbul Review Journal: Eleven Years Review," examines the development of the *Borsa Istanbul Review* between 2013 and 2024 through bibliometric analysis. By tracing publication trends, citation patterns, thematic concentrations, and international collaboration, the chapter does more than evaluate a journal; it also shows how academic knowledge in finance has evolved over time. As the first chapter, it provides a meaningful point of departure for the volume, reminding us that institutional and managerial transformation must also be understood in relation to the academic contexts in which knowledge is produced.

The second chapter, Aylin Yılmaz Gezgin's "The Importance of Digital Innovation in Strategic Management," highlights the growing strategic importance of digital innovation in organizational life. The chapter shows that digital innovation is no longer simply a matter of technological novelty; it has become a strategic necessity for businesses seeking competitive advantage, new business models, faster decision-making, and long-term sustainability. Particularly valuable is the way the study connects digital innovation not only to technical tools, but also to data-driven decision-making, organizational transformation, customer value creation, and strategic flexibility.

The third chapter, Derya Torun's "Theoretical Construction of Digital Well-Being in the Age of Addiction," addresses digital addiction and problematic technology use from the perspective of organizational culture. Rather than reducing the issue to individual self-control, the study examines the roles of constant availability, work patterns, leadership practices, and recent regulatory developments. In doing so, it makes clear that digital well-being is not merely a personal concern, but an institutional one as well. The chapter is especially important in showing how invisible organizational norms shape employees' relationships with technology.

The fourth chapter, also by Derya Torun, "The Theoretical Foundations of Corporate Sustainability in Higher Education Institutions," turns to sustainability in universities. It examines institutional sustainability through the dimensions of management and organizational structure, infrastructure, evaluation and reporting, and education and research. The chapter argues that universities need to approach sustainability not through fragmented efforts, but through an integrated institutional strategy. In this respect, it is notable for treating universities not only as sites of knowledge production, but also as institutions with environmental, social, and managerial responsibilities.

The fifth and final chapter, "Effective Communication in Businesses and Institutions: Target Publics, Planning, and Communication Barriers,"

examines communication as a complex and multilayered institutional process. Rather than treating communication as a linear and one-way transmission of messages, the chapter emphasizes sense-making, feedback, the diversity of target publics, cultural context, and strategic planning. Its discussion of the problems created by assuming publics to be homogeneous, together with its analysis of communication barriers, gives the chapter a distinctive place within the volume. It makes a strong case for seeing communication not as a merely technical activity, but as one of the central conditions of institutional effectiveness and sustainable relationships.

Taken together, these chapters show that contemporary business and institutional life cannot be understood through narrow or one-dimensional explanations. Strategic management, digital transformation, employee well-being, sustainability, communication planning, and academic knowledge production are not isolated fields; they are closely related dimensions of a broader process of institutional change. One of the main strengths of this book, therefore, is that it brings these themes into conversation with one another and presents them as interrelated dynamics rather than as separate subjects.

It is my hope that this book will serve not only as an academic contribution, but also as a useful framework for researchers, practitioners, managers, and decision-makers. More broadly, I hope it will contribute to ongoing discussions on how institutions today can become more effective, more responsive, more adaptive, and more sustainable.

May this volume inspire further research, encourage interdisciplinary thinking, and offer a valuable perspective to readers seeking to understand the changing realities of contemporary business and institutional life.

Assoc. Prof. Dr. Sergün Kurtoğlu

Editor

Istanbul University

Istanbul, April 2026

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CHAPTER 1

Bibliometric Analysis of the Borsa Istanbul Review Journal: Eleven years review

Nasrullah JAN[1]

Almabrok F AHMİD[2]

ABSTRACT

This study provides a bibliometric analysis of the Borsa Istanbul Review Journal (BIRJ) over its eleven years of publication (2013–2024), examining its academic contributions, thematic evolution, and global impact. Utilizing a sample of 590 articles indexed in Scopus, the analysis employs citation analysis, co-authorship networks, and thematic mapping through VOSviewer, RStudio, and Excel software, supplemented by content analysis to identify key research themes and trends. The findings reveal a significant increase in publication productivity, particularly since 2018, with core research themes focusing on financial markets and structures in developing countries, corporate governance, sustainability/ESG in finance, and monetary policy. The study also highlights growing international collaboration, interdisciplinary engagement, and a rise in publications. As the first detailed bibliometric overview of BIRJ, this research offers important perspectives on the journal's academic development and its contributions to understanding financial systems in transition economies,

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underscoring its expanding global influence and role in fostering research on emerging financial markets.

Keywords: Journal metrics, Borsa Istanbul Review, Bibliometric, Financial studies, Rstudio, Vosviewer

Jel Classification Codes: C18, D60, M20

Referencing Style: APA 7

INTRODUCTION

The Borsa Istanbul Review (BIR), established in 1997, is a scholarly journal focusing on finance, economics, and investment, with an emphasis on Turkey's financial markets and the global economy. Initially aimed at studying new economy countries, it has evolved into a key platform for analyzing international financial systems, particularly in developing nations. BIR maintains high scholarly standards and has contributed to understanding financial market trends while attracting authors and reviewers worldwide.

(BIR) has strengthened its credibility and visibility through Scopus association and Q1 ranking in the SSCI index, maintained by Clarivate Analytics. These achievements have positioned BIR as a key source for quality research on financial issues in emerging markets. Between 2013 and 2024, the journal experienced significant growth in its publications and citations, highlighting its increasing relevance in addressing financial and economic challenges in developing countries and its influence in academia and policymaking.

Over recent years, bibliometric analysis has been found to offer a beneficial method of assessing the publishing and citation profiles of journals. This method makes it possible for the researcher to establish articles of importance, authors, and the growth of themes within the specialty. Pritchard (1969), as well as Cobo et al. (2011), discovered that bibliometric analysis is a scientific and strictly analytical method of performing, with the use of a computer, a quantitative analysis of the performance and progressive evolution of the produced and published specialized periodical literature.

In the present-day context, literature has expressed the applicability of bibliometric methods, in the context of journal performance analysis. For example, Donthu et al. (2020) provided an excellent example of manuscripts analysis in academic journals and evaluated advancement of themes in Journal of Business Research and their impact on international business knowledge system.

Previous bibliometric studies:

Bibliometric analyses have been extensively applied to other leading journals, including journals in the fields of finance, business, and economics, as showed in Table 1.

Table 1. Some Previous bibliometric studies related to journals.

Reference	Journal name	Focus	Period	Sample	Tool	Database
Hassan et al. (2021)	The journal of Islamic Accounting and Business Research	Islamic accounting, economics, marketing, shariah governance, banking and finance	2010-2020	287 papers	Rstudio, vosviewer And microsoft excel	Scopus
Baker et al. (2021)	International Review of Financial Analysis	Financial analysis	1992–2020	1,200+ papers	Microsoft excel, vosviewer, and rstudio	Scopus, web of science
Özdemir & selçuk (2021)	The International Journal of Islamic And Middle Eastern Finance and Management	Islamic finance and business management	2008-2019	319 papers	Vosviewer and microsoft excel	Wos
Baker et al. (2023)	International journal of finance & economics	Finance and economics	1990–2020	800+ papers	Vosviewer, rstudio, and citnetexplorer	Scopus, web of science
Tumewang, (2023)	Journal of king abdulaziz university: Islamic economics	Islamic economics and finance	2009-2022	331 papers	Rstudio, vosviewer and microsoft excel	Scopus

Sources: Author's own (2024)

This study aims to analyze BIR's publications and citations over the past eleven years, identifying key authors, organizations, and themes shaping its content. It examines the journal's thematic evolution and its connection to broader financial trends in emerging markets. The findings will enhance understanding of research developments and conceptual trends, providing valuable insights for educators and policymakers on financial markets in Turkey and beyond.

To the best of the authors' knowledge, no previous bibliometric study has analyzed bibliometric research on the Borsa Istanbul Review journal using data from the Scopus database or any other similar databases.

Research Questions:

RQ1: What are the publications and citations trend in the *BIR Journal*?

RQ2: Who are the leading contributors and institutions in the *BIR Journal*?

RQ3: What are *BIR Journal*'s most influential articles?

RQ4: What are the dominant themes and emerging research areas in in the *BIR Journal*?

The paper's Methodology section details bibliometric tools, article selection, and visualization software. The Results and Discussion section analyzes journal performance, citations, and key research areas. The Conclusion outlines the key findings and proposes directions for future research.

METHODOLOGY

This research uses bibliometric analysis, which is a extensively applied scientific technique for assessing various kinds of bibliographic materials in quantitative terms (Alshater et al., 2021; Apriliyanti & Alon, 2017; Dhiaf et al., 2021; Hassan, et al., 2019). According to Hota et al. (2020), bibliometric analysis provides a concise yet comprehensive and systematic review and analysis of professional literature as it affords researchers the contrary opportunity to access the depth of intellectual contributions and measures the work of research places and fields, academic journals, institutions, and nations. This approach is also supported by Martínez-López et al., (2018). This methodology is particularly helpful for researching the historiography of academic fields and locating key figures in particular domains.

In the first stage of the methodology, The data was gathered from Scopus, a reputed database with high standards and recognized to be extensively used in bibliometric studies (Durán-Sánchez et al., 2019; Alshater et al., 2021). As a result, the methodological accuracy and specificity of the dataset collected had been ensured, and as a result, the Borsa Istanbul Review Journal was chosen for the bibliometric review, having limited the material in the number of works that were indexed only in Scopus till November 21, 2024. In line with the suggestion of Hassan, et al., (2019). The data collection was planned from 2013 to 2024 because it was relevant to discover how the trends in the journal's publication progressed over the years.

The collected data included essential publication fields: The databases contain information about titles, authors, affiliations, keywords, number citations to articles and publication year. These fields were important to get a clear image of the state of research area according to Hota et al. (2020) and like previous work, the following fields are examined. After they were gathered, the data was cleaned, sorted, and categorized according to the bibliometric techniques such as citation analysis, and co-authorship network analysis.

To perform the bibliometric analysis in the second stage, VOSviewer and RStudio were used, as these are the most often used tools in bibliometric studies focused on network visualizations and data analysis (Van Eck and Waltman, 2010, Aria and Cuccurullo, 2017). For construction of the co–author networks and word frequency search in the publications, VOSviewer was used (Van Eck and Waltman, 2010) while for the more complex analysis including citation analysis and identification of the most cited papers and authors up to the time of the study, RStudio was used (RStudio Team, 2020). For the preparation of future trends like annual growth of citations and publications, Microsoft Excel was also used (Microsoft, 2021).

The third of these steps was the bibliometric analysis based on general performance analysis and citation growth analysis and content analysis. As suggested by Alshater, et al. (2021), the first analysis focused on the general publication of the journal, with an emphasis on the most productive countries and authors. The second segment of analysis was devoted to the growth of the number of citations and the primary source of citations, as well as the degree to which these works affected other studies. The third section was about bibliographic coupling, co-author analysis and a cartographic mapping of important keywords to map the strength of thematic clusters in the journal articles published (Martínez-López et al., 2018).

The aim of this approach is to gain insights into the topical areas being published in the Borsa Istanbul Journal, active research themes, and researchers. In addition, it provides a strong methodological tool for determining new research opportunities and potential areas for future research growth as noted in other bibliometric engagements (Hassan, et al., 2019). In this way, the study can help advance knowledge of the academic trends and knowledge communication concerning the fields of finance and economics. The steps being followed in Methodology are explained in Figure 1.

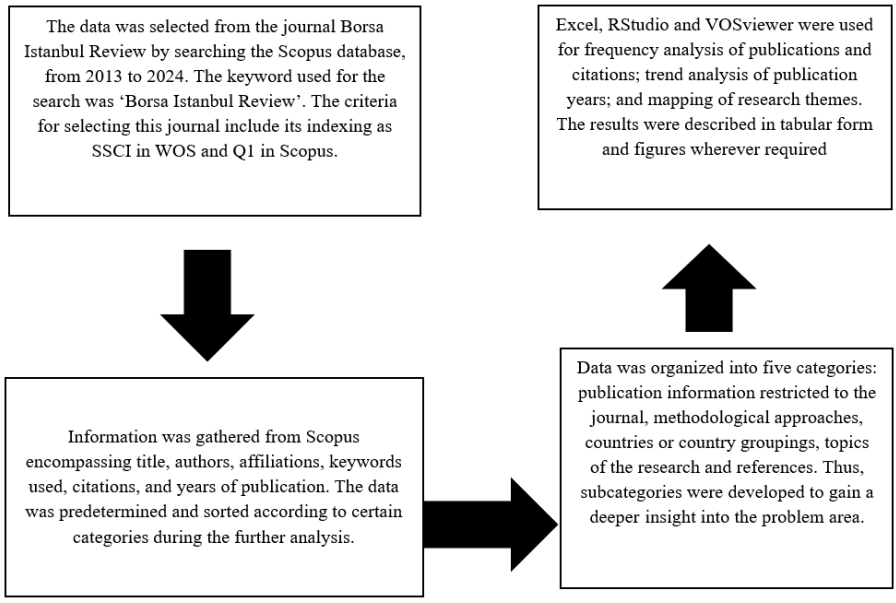
The data was selected from the journal Borsa Istanbul Review by searching the Scopus database, from 2013 to 2024. The keyword used for the search was 'Borsa Istanbul Review'. The criteria for selecting this journal include its indexing as SSCI in WOS and Q1 in Scopus.
Excel, RStudio and VOSviewer were used for frequency analysis of publications and citations; trend analysis of publication years; and mapping of research themes. The results were described in tabular form and figures wherever required
Information was gathered from Scopus encompassing title, authors, affiliations, keywords used, citations, and years of publication. The data was predetermined and sorted according to certain categories during the further analysis.
Data was organized into five categories: publication information restricted to the journal, methodological approaches, countries or country groupings, topics of the research and references. Thus, subcategories were developed to gain a deeper insight into the problem area.

Figure 1. Steps Being Followed in Methodology

Sources: Author's own (2024)

RESULTS AND DISCUSSION

Main Information About the Data

The dataset encloses documents published in the Borsa Istanbul Review and ranges from 2013 to 2024 and includes metrics of 590 documents as it shows in table 2. They are published in journals, books, conference papers etc., with yearly growth rate of 23.78%. The age of the documents is calculated to be 3.11 years and citations per document, 18.14. However, it is pointed out that 31.69% of the documents have international co-authors, and the overall number of co-authors per document is 2.66. Majority of the documents are types of research articles (555) and then two conference papers and thirty-three review articles. Additional parameters like the number of authors, documents having single authors and authors cooperation provide quantitative information on the structure of scholarly outputs.

Table 2. Key details regarding the data.

Explanation	Results
Duration	2013:2024
Sources	1
Papers	590
Yearly growth rate %	23.78
Paper average age	3.11
Average citations per papaer	18.14
References	30319
Writer's keywords	1796
Writers	1248
Writers of single-authored papers	96
Single-authored papers	109
Co-authors per paper	2.66
International co-authorships %	31.69
Article paper	555
Conference paper	2
Review paper	33

Sources: Author's own (2024)

Publication Trends of the Borsa Istanbul Review: Increases and Volatility between the years 2013 and 2024

The Borsa Istanbul Review has shown a consistent increase in published articles from its launch in 2013 (11 articles) to 2024, with a notable rise in recent years as it shows in the Table 3. By 2021, it published 42 articles, reaching a 3-year cumulative total of 121 by 2022. This upward trend continued in 2023 and 2024, with annual publications ranging between 111 and 115. The growth can be attributed to rising academic interest in economics and finance, particularly related to Istanbul's financial landscape, as well as regional economic developments that have spurred scholarly discussions. The journal's expansion reflects both increased academic engagement and evolving economic dynamics.

Table 3. Annual Publications

Year	Publications
2024	115
2023	111
2022	121
2021	42
2020	40
2019	40
2018	26
2017	20
2016	20
2015	23
2014	21
2013	11

Sources: Author's own (2024)

Publication and Citation Trends of the Borsa Istanbul Review (2013–2024): GROWTH, PERCEPTION, and OUTREACH

With the publication and citation figures given in Borsa Istanbul Review in Figure 2, it is understood that its circle of influence and academic interest is increasing as of 2013-2024. An increased focus has been observed in publications beginning from the year 2019, and the articles published have risen from 42 in 2021 to 121 in 2022 and have been fluctuating between 111 and 115 in 2023 and 2024. Such a pattern may be compared to changes in the overall global output of academic material of specialized subjects such as that discussed by Hassan et al. (2021) concerning The Publication Trends of Islamic Accounting and Business Research showing that there is growth following the same pattern but within the sphere of specialized Islamic Accounting and Business Research journal.

Citation trends are expressed in the same manner pointing toward the gradual rise of interest in the topic. From 2016, the citation rose from single digit figure to 714 in 2020, raised significantly to 1,775 in 2022 and 3,590 in 2024. This is a clear indication that the journal is being referenced because of the increase in productivity among scholars; equally important, it illustrates the growing acknowledgement of the academic fraternity. They have been observed to result from the growing interest in principles of economics and finances, which appear to be different branches of science. Hence, Cobo et

al. (2011) shed light on this occurrence from the lens of a study on tools for mapping science which aids in identifying emergent trends within scholarship.

So analyzed the overall tendencies of the publication and citation indices also pointed to increasing coverage of the journal in economic and finance disciplines. Such improvements may be explained with the help of the increased number of published papers, better visibility of the mentioned journal, and the interaction scheme in the academic environment as a network effect which can be considered by Alshater et al. (2021) using the example of Islamic finance, where the authors studied the effect of the network effect on the citation record.

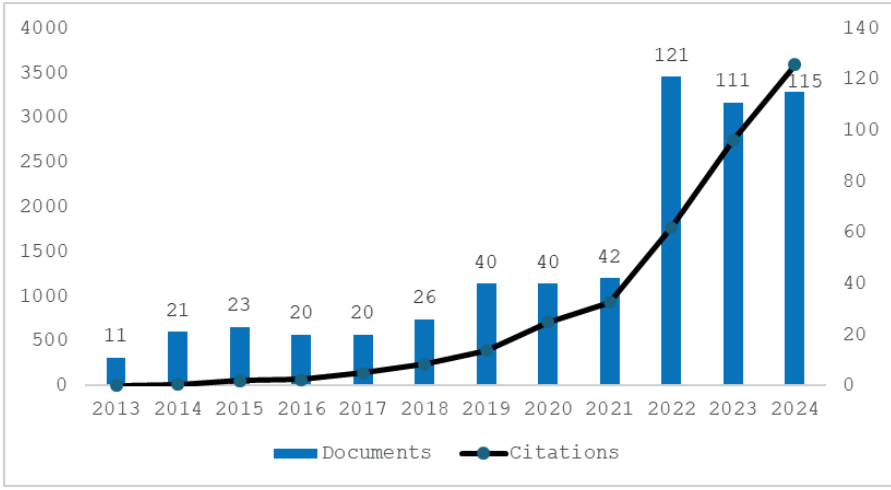

Figure 2. Annual Publications and Citations

Sources: Author's own (2024)

Position of Publication over and again Geographical Area

Geographic Distribution of Contributions:

Among all the nodes in figure 3, Turkey exhibits the largest node with 165 publications in the Borsa Istanbul review (BIR) and therefore, this study reveals strong academic productivity of the Turkish scholars in finance and economics. Turkey is the most represented state with 17 articles followed by China with 13 articles as a sign of the strong theoretical connections between these countries as well as potential for successful research partnership in the scope of these fields. This trend is consistent with the results of Hassan et al., (2021) where they identified considerable regional contributions in another bibliometric study of another journal related to Islamic accounting and business research and expanding regional contributions in financial academic publishing.

The leading country, which is the United States, has 67 publications, again pointing to the opportunity to attract any kind of scholarly work in the journal especially from the leading western economy nation. The global dissemination goes on with significant numbers from Tunisia, UK, Vietnam and the United Arab Emirates adding as many as 28 articles each, that reaffirmed that the journal is increasingly becoming an international one and plays a critical part in the promotion and sharing of research done in different financial and economic environments across the globe.

In addition, gradual raise of participation from dynamically growing markets such as Saudi Arabia, India, and UAE reflects a targeted attention to emerging market economies. Such observation echoes similar findings by Tumewang (2023), discussing same patterns in geographic representation of contributions in their bibliometric analysis, the author pointed to the fact that the role of such regions is on the rise within the academic profile of economic studies.

Thus, even if some areas that currently are major contributors, such as Nigeria, Indonesia, and Bangladesh, are relatively new, this only confirms the BIR's growing role and its focus on producing research that responds to new and various market conditions. This is synergistic with global trends recorded in the financial and academic literature and implies a shift in the emphasis of the journal towards the consideration of a broader spectrum of economic environments.

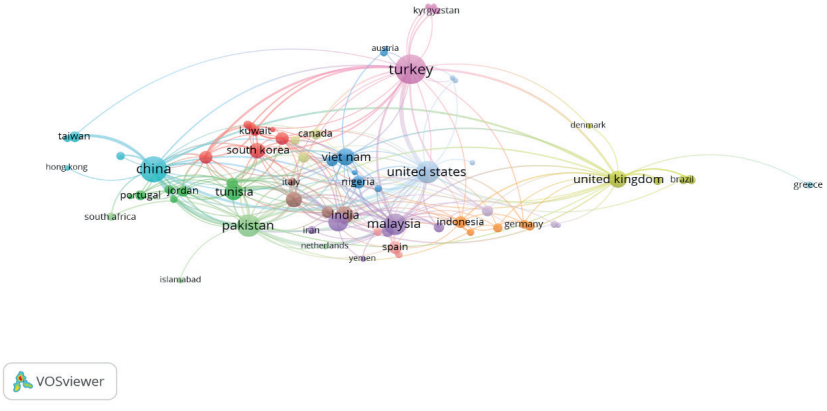

Figure 3. Co-Authorship Network of Contributions to the Borsa Istanbul Review

Sources: Author's own (2024)

The top-hitting authors, affiliations, as well as the funding sponsors also deserve more attention.

Author Contributions to the Borsa Istanbul Review:

In **Figure 4** Members of a Learned International, Multi-disciplinary Society Some general observations are the author Hassan Kabir who has written 11 of the articles all of which are in the finance and economics of the Istanbul market. Among all authors, Khan, M.A. and Ryu, D. themselves have published seven papers and Chan, K.C. and Saiti, B. five papers. Aysan, A.F M. Kandil, W. Mensi, these authors have directed more organized collaborative interdisciplinary research work. It also offers a somewhat heterogeneous picture of the interdisciplinary scholarly cooperation; four articles are co-authored by Arioglu, E. and Bugan, M.F. This established that several of the authors of the 44 articles contributed three papers each, showing that the authors are still developing themselves as researchers. It is the author surnames spread across the whole spectrum that contributes to the international aspect of the journal and attracts researchers all over the world. In overall, the Borsa Istanbul Review appears as a lively and diverse scientific community and appears to achieve a reasonable gender and senior/junior and geographically distributed workforce. This will result in an improvement of the scientific level of the journal and increase by the share of articles devoted to the economic and financial topics and investigations of the region. The identification of multiple authoring is thus indicative of an emergent value of the journal as a locus of academic discourse.

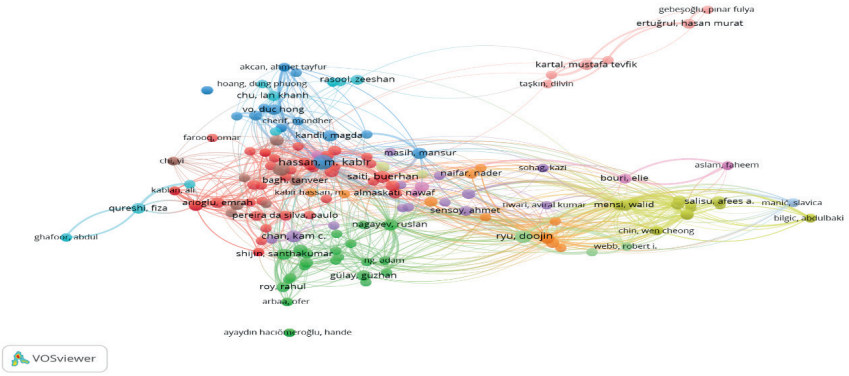

Figure 4. Bibliographic Coupling Co-Authorship Network of Authors Contributing to the Borsa Istanbul Review

Sources: Author's own (2024)

Global Academic Contribution to the Borsa Istanbul Review: In the specialty of Economics and Finance, a Large Cross Section of Institutions

Table 4 illustrates the distribution of universities that are participating in the Borsa Istanbul Review. Some important observations have been made referring to organizations and specializations: UNO (University of New Orleans) with all the publications in economics and finance, by item IDs (Unique Identifiers assigned to articles or publications by databases) and article titles, articles by INCEIF University with contributing all its thirteen items to this category. Second, İstanbul Sabahattin Zaim University has 12 ranks which are subordinate to the level of local Turkish establishments. Other institutions from across the globe are also active in the journal with each contributing 11 publications: University Malaya, Beirut Lebanese American University, COMSATS University Islamabad and Bilkent University.

For this reason, the journal has presence from various parts of the world; the contributing universities included universities from the Middle East, Asia, Europe and North America. This diversity speaks volume about the fact that non-conventional academic countries like Lebanon and Malaysia have shown more interest in research now. Moreover, the list of institutions which includes technologies such as INCEIF University; and broader ones like University of New Orleans also testify that the journal is open for research in economics finance and even in Islamic finance.

In brief, the Borsa Istanbul Review is a perfect example of global consideration in economic research with treasured participation from prestigious universities worldwide, making the work of the journal more palatable and significant to different countries, and different sectors of economy.

Table 4. List of Institutions making the Largest Contribution to the Borsa Istanbul Review

Institutions	Counts
University of new orleans	13
INCEIF university	13
İstanbul sabahattin zaim university	12
Universiti malaya	11
Lebanese american university	11
Comsats university islamabad	10
Bilkent üniversitesi	9
University of economics ho chi minh city	9
University of sfax	8

Hamad bin khalifa university	8
Türkiye cumhuriyet merkez bankasi	8
Adnan kassar school of business	8
Al-imam muhammad ibn saud islamic university	7
Sungkyunkwan university	7
International islamic university malaysia	7
Xi'an jiaotong university	7
Hacettepe üniversitesi	7
İstanbul teknik üniversitesi	7
Zhongnan university of economics and law	7
Çukurova üniversitesi	7

Sources: Author's own (2024)

Diverse Funding Landscape of the Borsa Istanbul Review: Library: National and International? Sources of Economic and Financial Development.

What can be noticed in **Table 5** is the fact that the greatest number of the grants offered is associated with National Natural Science Foundation of China 23 grants, this shows that more and more people are getting interested in Economic and Finance research in China. The grants are then realized through the National Office for Philosophy and Social Sciences which provide 16 grants to support the cross disciplinary characteristic of the journal. Internationally, a huge amount was received from the Fundamental Research Funds for the Central Universities providing 7 grants, Ministry of Education and National University of Science and Technology each providing 7 grants and National Research Foundation of Korea and Fundação para a Ciência e a Tecnologia each providing 6 grants making the journal global.

Other international and regional submissions are funding received from the International Monitory fund and European commission which support funding for the global policy orientations of the journal. Both the European Regional Development Fund and Ministry of Education of China offer four grants, and both are regional as well as national in nature.

All in all, the sources of funding describe the area of interest in the journal as well as define the multidisciplinary nature of the journal. With the major support from the National, European Union and regional funding sources including the National Natural Science Foundation of China, the journal

is poised to enhance its role in delineating global economic and financial landscape by enhancing its visibility to the international audience of scholars.

Table 5. The Funding Organizations Supporting Research in the Borsa Istanbul Review

Organizations	Counts
National natural science foundation of china	23
National office for philosophy and social sciences	16
Fundamental research funds for the central universities	7
Ministry of education	7
National research foundation of korea	7
Fundação para a ciência e a tecnologia	6
International monetary fund	6
European commission	5
European regional development fund	4
Ministry of education of the people's republic of china	4
Ministério da educação e ciência	4
Türkiye bilimsel ve teknolojik araştirma kurumu	4
Ministry of higher education, malaysia	3
Ministry of science and technology of the people's republic of china	3
National foundation for science and technology development	3
National social science fund of china	3
Programa operacional temático factores de competitividade	3
Türkiye bilimler akademisi	3
Al-imam muhammad ibn saud islamic university	2
Center for scientific review	2

Sources: Author's own (2024)

3.5 Article citations' trend in the Borsa Istanbul Review (2013-2024)

Table 6 describes the citation trend analysis of the Borsa Istanbul Review (BIR) evidently showing that although there is a progressive rise in number of published papers, the citation scores are rather volatile. The year 2018 received an average citation rate of 57.69 per article and an overall yearly citation rate of 8.24 from 26 articles published. This is quite an important phase in the activity cycle of the journal showing that the number of citations increased, presupposing rather intensification of academic interest during the year.

Nevertheless, the corresponding citation indexes, including ‘citations per article’ and ‘citations per year, were less stable within the corresponding years, or even declining in some cases from 2019 to 2021; Even though the count of published articles has risen to 42 in 2021. This supports the hypothesis put forward that an expansion in the number of articles shall be capable of causing dilution of citation density. It also points to a change of focus on the journal which is that it should assume a more specialized or narrow interest area. This focus can lead to a longer time it takes for the communities to become oversaturated with articles, thus reducing citation rates of the specialized articles.

Besides, the quantity of published articles grew substantially by 121 in recent years meanwhile citation scores are still low. There may be disparity in the citation density with regards to the publication productivity due to the ‘citation window’ whereby articles’ published between 2022 and 2024 have not been cited adequately due to insufficient time. The simultaneous increase in the citation window constricting citation development for the most recent articles leads to a lagging growth in citation density during the specified period in the article.

Taking collectively, these findings suggest that there is a growth in recent articles but no comparable proportionate growth in C / A scores. This difference can result from the increasing growth of the journal, changes in the topics explored or the citation cycles associated with newly produced articles. As with Cobo et al (2011) bibliometric analysis methodologies, this kind of view gives insight into the journal’s development, its areas of interest, and how the corresponding articles are responded by the research community.

Table 6. Historical Citation Distributions of Articles in the Borsa Istanbul Review (2013–2024)

Year	Mean total citation per year	N	Mean total citation per year	Years since publication
2013	24.82	11	2.07	12
2014	29	21	2.64	11
2015	22.65	23	2.26	10
2016	37.95	20	4.22	9
2017	42	20	5.25	8
2018	57.69	26	8.24	7
2019	27.12	40	4.52	6
2020	23.48	40	4.7	5

2021	18.24	42	4.56	4
2022	20.1	121	6.7	3
2023	7.18	111	3.59	2
2024	1.59	115	1.59	1

Sources: Author's own (2024)

Evolution of Research Themes in the Borsa Istanbul Review: 2013-2024

The shift of research themes reflected in the Borsa Istanbul Review from 2013 to 2024 is presented in figure 5, which also demonstrates the transition to another phase that also reflects global phenomena. At the beginning, the journal focused on primary theoretic financial concepts relevant to the Turkish market including "Borsa Istanbul", "event study" and "overinvestment" (Hassan et.al, 2021). It then expanded to cover general themes such as 'banking', 'inflation' and 'corporate governance' to respond to the new themes of academic focus, in line with the new global economy challenges.

In 2023-2024, the journal continues to actualize its thematic focus of 'economic growth', branching out from it more particular issues including 'banking' and 'inflation', and adding 'event studies' to 'corporate governance'. This period also experienced a rise in ESG coverage from a broad, up-to-date focus to a deeper discourse on corporate innovation and firm performance. Cobo et al. (2011) also mentioned that using the science mapping technique, they identified that modern research topics are changing, and the journal adapts itself to emerging issues by incorporating the implications of COVID-19 and market microstructure which emerged in the last few years.

The implications of these thematic shifts are threefold: first, the journal has advanced its research focus and contributed to the development of economic and financial theory as well as responding to new challenges on the international level. Second, in terms of research topics the change is oriented to reflection of the new tendencies in international financial relations while moving from the elaboration of the classic economic theories to the contemporary issues such as sustainable finance and its governance. Finally, the topicality of the material used by BIR also makes this work's research virtually inexhaustible: with its help, scholars will be able to identify the most important tendencies in the development of modern economy and interpret them effectively.

The Borsa Istanbul Review stays both current and valuable by adapting its thematic focus to emerging perspectives in the world economy, thereby

upholding its mission to investigate financial markets and economic policies in a dynamically changing world.

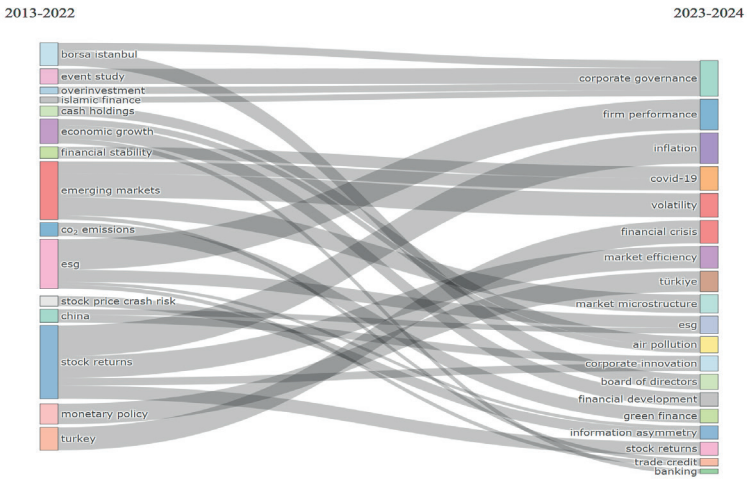

Figure 5. The Evolution of Themes in the Borsa Istanbul Review Contemplated for the Period 2013-2024

Sources: Author's own (2024)

Thematic Evolution and Interdisciplinary Connections in Financial Research: Insights from Network Mapping

The overall structure shown in **Figure 6** represents the co-citation map of major works in financial research where node size represents centrality based on frequency of citation and thickness of the edge co-citation. A node's color corresponds to its domain of scholarship, whereas node position is relative to other nodes in terms of thematic.

The blue cluster, mainly with reference to Ozili (2018), has concerns with financial performance and banking clarity. The final of these purple clusters associated with Islamic finance and emerging markets suggested by Alam (2013) points to increasing interest in financial research in the non-western world.

The green cluster considers the link between financial issues and corporate governance whereas the red cluster revolves around the issues connected with

environmental finance and sustainability as on the result of increasing role of ‘‘ESG’’ factors in investment decision making.

This network reflects the growth of interconnectedness in financial studies where major works connect different areas such as corporate governance, sustainability and Islamic finance.

Table 7 highlights certain dimensions on the effects that different papers published in the Borsa Istanbul Review (BIR) and the trends that they set in academic and financial literature. Ozılı published a foundational work in (2018) with a total citation of 837 times per average of 119.57 times per year and a TC of 14.51. This is evident to show its irreplaceable role in defining topics for financial research. Likewise, the comparative analysis of the citations found in Saeed’s publication of (2022) also shows vibrant academic interactions with 320 cites, TC of 106.67 per year, and a normalized TC of 15.92 which unveiled the journals’ capability to cover emerging contemporary issues in the emerging global financial market.

Several papers establish steady participation over time, for example the works of Wang published in (2016), Le et al, in (2019), and Ozkan et al, in (2017). For instance, Le’s work attained a sensational TC per year of 33.16 making it hugely impactful in approaching financial stability and particularly economic policy implications. These works establish the journal’s contribution to the enhancement of long-term theoretical and practical knowledge of the financial systems.

Some current topics of interest include sustainability as addressed in Ahmed et al, (2022) and Khan et al, (2022) and governance and financial inclusion as discussed below. In volume 6, issue 4, Ahmed’s paper published 40.67 TC per year and the Khan 56 TC per year; therefore, the journal is capable to face current trend. Likewise, Aydoğmuş et al, (2022) fits rising interest in ESG (Environmental, Social, and Governance) together with shaper corporate governance issues aligned with global trends.

The relatively high citation rate even for earlier articles suggest that Saiti et al (2014) and Alam et al, (2013) have provided necessary prior work at earlier stages of the journal’s development. That these papers are not recent, but still, issues or methodologies they covered are in the core of financial practice or research, making it possible to assume that they have introduced timeless concepts. However, papers like moderate impact Boukhatem and Moussa (2018), are concerned with specificity of subject matter in volatility analysis and Monetary Policy respectively and thus serve their purpose of addressing variety that the journal has to offer.

Such papers as Yousaf and Ali (2020) and Aslam et al, (2020) highlight the short run effects brought by COVID-19 on the financial markets. These publications have made reasonable citations; this means that the journal is sensitive to global crises and can fashion out new paradigms to meet emerging financial challenges.

Table 7. Most cited 20 papers

Publication	Total citations	Tc per year	Normalized TC
Ozili, 2018	837	119.571429	14.508
Meo & Abd Karim, 2022	320	106.666667	15.9210526
Wang, 2016	208	23.1111111	5.48089592
Le et al, 2019	199	33.1666667	7.33640553
Ozkan et al, 2017	195	24.375	4.64285714
Khan et al, 2022	168	56	8.35855263
Aydoğmuş, et al, 2022	155	51.6666667	7.71175987
Saiti, et al, 2014	124	11.2727273	4.27586207
Ahmed, et al, 2022	122	40.6666667	6.06990132
Ghenimi, et al, 2017	115	14.375	2.73809524
Ndiaye, et al, 2018	112	16	1.94133333
Srairi, 2013	112	9.33333333	4.51282051
Boukhatem & Moussa, 2018	109	15.5714286	1.88933333
Vo, et al, 2021	95	23.75	5.20887728
Yousaf, & Ali, 2020	91	18.2	3.87646432
Alam, et al, 2013	89	7.41666667	3.58608059
Hoque, & Zaidi, 2020	87	17.4	3.70607029
Ozili, & outa, 2017	87	10.875	2.07142857
Aslam, et al, 2020	86	17.2	3.66347178
Anginer, et al, 2021	85	28.33	3.90

Sources: Author's own (2024)

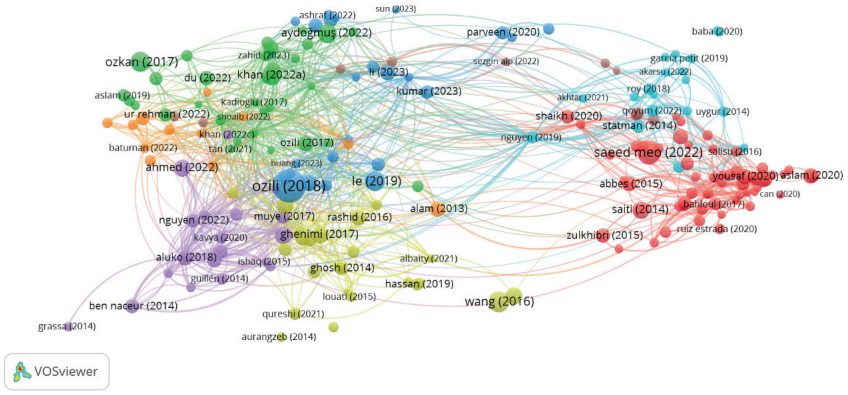

Figure 6. Co-Citation Analysis of Important Scholars in the Borsa Istanbul Review

Sources: Author's own (2024)

Co-authorship Network Analysis: Figure 7 Partners and Trends of Participation

The Co-authorship network map in **Figure 7** provides information about authors in a certain specialization where nodes refer to authors and edges explain collaboration. Nodes with larger size, those indicated as specific for the author named Hassan MK, represent authors with extensive Connectivity within the scientific publication network. The circles are positioned according to their research thematic while the thicker lines signify strong or frequent interaction. Authors who share higher levels of density in the network are more firmly and consistently connected as the result of their collaboration in the scientific projects.

The largest cluster that is in purple color with the central node as Hassan MK also establishes a strong criterion that it is a connector between many fields of study based on the centrality measure which defines it as builders of many bridges spanning across many domains of research. The orange cluster by Khan MA comprise of a small group of closely knit co-authors whose work is slightly clustered in a more confined area of the research space. The red cluster suggests that Mensi W and Chan KC focus on the shared research groups where the methodological similarities are implemented. Shahzad F and Rehman IU represent a less dense cluster colored blue, which shows that members of this cluster engage in fewer interactions with members of other

clusters. The green area includes Bouri E and Pirgaip B and presents a new focal area, having links to a limited number of other fields, which points to new avenues for research.

The third pink cluster with Saiti B and Masih M reveals the local group of scholars, who published selectively and narrowly focused. Finally, Nagayev R and Aysan AF form the brown cluster with moderate integration and connecting smaller clusters in the general network.

The network emphasizes Hassan MK as a central author, connecting diverse research fields, and showcases a connection between clusters that may differ in the extent of collaboration based on subjects. For example, pink and green clusters represent the initial signals of research areas with significant but very selective interventions. In general, the Co-authorship map is useful to understand the relations and actors at the macroscale, thus, it helps to define important actors and patterns that can stimulate research outcomes in some areas.

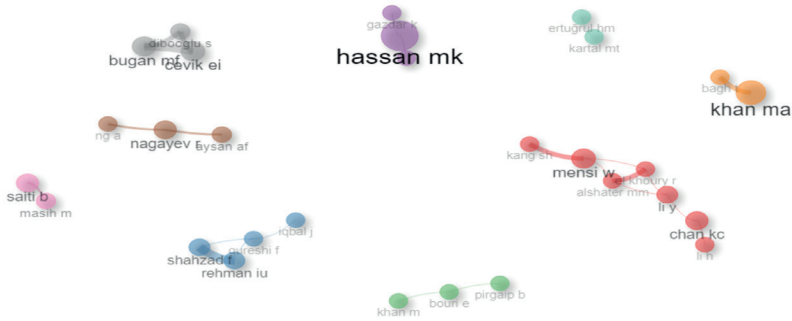

Figure 7. Author Collaboration Network in the Borsa Istanbul Review

Sources: Author's own (2024)

Global Research Collaboration Networks: Comic Area and New Directions

An analytical research map as shown in **Figure 8** shows the relationship between countries and their intensity as the throne of the line varies from thick to thin representing a higher or lower intensity of cooperation. The United States is ranked highest in concluding research partnership deals, while China

and Turkey follow the same trend. From geographical point of view, Turkey is located between Europe, Asia and North America and provides connectivity between these regions for multi-lateral cooperation.

Specifically, intra-European FDI relationships are intense, and Asia displays a rising international linkage, especially excluding China and the southeast Asian countries. North America covers a large area and has extensive influence around the world: Africa and South America are currently in stage one of developing these relationships.

The Australia-Southeast Asia network together with its dealings with China and the United States, presents a move towards forming more cooperation relations with international countries.

Mapping the trends and foci of countries' R&D investments: Turkey's position and its implications for nurturing international collaborations.

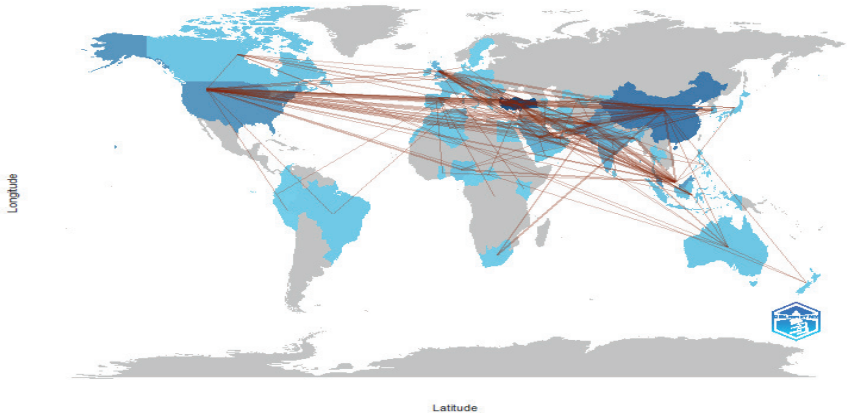

Figure 8. The Global Research Collaboration Network of the Borsa Istanbul Review

Sources: Author's own (2024)

The Thematic Network Map of Financial Research in the Borsa Istanbul Review

The co-occurrences network map in **Figure 9** shows the closely related research areas, and their relations identified in the Borsa Istanbul Review. The node size represents the keyword frequency of the document and the relationship between different themes is felt by the distance between the

nodes and the thickness shows how strong the co-occurrence is between the two themes.

The green cluster of "Borsa Istanbul, asset pricing, financial development aims at the research that derives from financial markets and growth, and the general financial advancement within the Turkey context for emerging markets. The purple cluster with keywords such as 'Islamic finance', 'sukuk' and 'Islamic banking' depicts a growing market of Islamic financial systems proving the journal specialty in this sector particularly in view of financial stability and development. This coincides with the expansion of Islamic finance within the global financial agenda (Hasan et al., 2021).

The terms within the yellow circle are "economic growth", "financial stability", and "financial development" that are crucial to understanding the relationship between economic growth and financial systems especially in the era of global finance. The red cluster includes such ideas as "ESG (Environmental, Social, and Governance)," "corporate governance," referring to the fact that this journal is gradually becoming more focused on sustainable and ethical financial trends, which are rather essential in the modern environment.

The blue cluster gives an insight of what the journal is about by embracing themes like "blockchain," "volatility spillover," and "oil price." The key topics of the brown cluster are 'digital transformation,' financial crisis and COVID-19' which concerns about the placement of the journal in the context of modern global issues and their impact on the financial systems and markets.

The map reveals the interdisciplinary nature of financial research in the journal, showcasing the integration of traditional topics like asset pricing and stock market analysis with emerging fields such as digital transformation, sustainability, and The effect of global events such as the Russia-Ukraine conflict. This interdisciplinary approach is indicative of the journal's broad academic relevance and its role in shaping contemporary financial research.

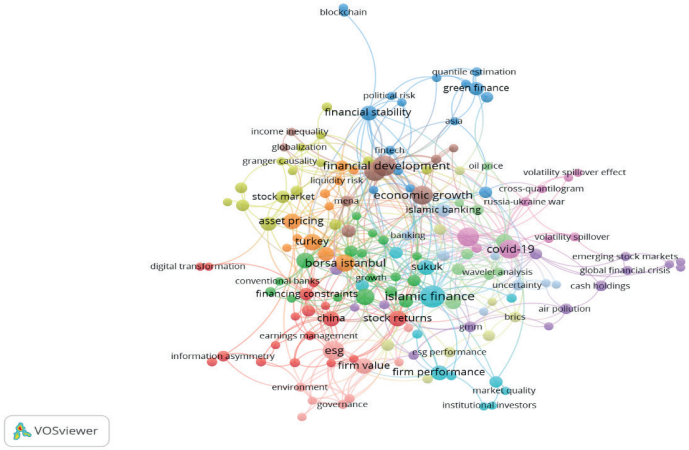

Figure 9. The Keyword Co-Occurrence Network in the Borsa Istanbul Review

Sources: Author's own (2024)

As presented in **Table 8,** the most frequent keywords in the identified BIR papers as well as the total link strengths of research themes reveal the concentration and connections of the journal's topics. The most frequently used word is 'Islamic finance' which is used 23 times, connected to 62 link strength and which indicates enhanced centrality as a journal theme. These results indicate a high level of concern with the integration of finance and Islamic concepts, which can be an exciting avenue for future research, including the comparison of this system with conventional financial systems.

On the same note, "Financial development" with 19 links and link strength of 47 and "Emerging markets" with 16 links and link strength of 47 also used in the journal to focus on some issues of the emerging economy like Turkey. Future research can be undertaken to expand the analysis to look at the relationship between financial development and market volatility in emerging market economies.

Such terms as "ESG" (Environmental, Social and Governance) ESG have been identified 19 times and the link strength is 46; "Corporate governance", 12 times with link strength of 38 indicate that the journal embraces new waves of sustainable and ethical finance globally. Subsequent studies could examine how ESG standards impact firms in a similar condition or analyze better governance in innovative sectors of those countries.

Other keywords like "COVID-19" were realized 16 times in the article and observe the link strength of 65 pointing to the fact that the journal focuses on the latest world challenges. These studies give rise to a prospect of additional research on post-pandemic financial sustainability, especially in Turkey and EM countries.

Also, the words "Turkey" used in 16 different instances with link strength of 46 and "Borsa Istanbul" used in 14 different instances with link strength of 36 emphasizes that the researched journal is regional. It is possible to analyze Turkey's specific monetary policies and consequences for the international and regional markets.

Using such keywords as 'Islamic banking' which occurred 10 times with the link strength of 28 and 'Sukuk' which occurred 13 times with the link strength of 38 we can recognize that people remain interested in Islamic financial instruments. Future works may evaluate their increasing importance in non-Muslim populated areas or incorporating with the emerging Fintech applications.

Continuing interest in market behavior is evident in themes like "Asset pricing" which has been mentioned 11 times and has a link strength of 28 and "Stock returns" also with 11 mentions and link strength of 26, and "Volatility" that has been mentioned 9 times and deemed relevant with link strength of 26. These areas can further be extended by conducting advanced econometric analysis or by using machine learning methods.

Table 8. Top 20 Keyword Analysis in the Borsa Istanbul Review

Keywords	Occurrences	Total link strength
Covid-19	16	65
Islamic finance	23	62
Financial inclusion	17	48
Emerging markets	16	47
Financial development	19	47
ESG	19	46
Turkey	16	46
Economic growth	16	45
Islamic banks	13	45
Corporate governance	12	38
Borsa Istanbul	14	36
Sukuk	13	38
China	10	29

Islamic banking	10	28
Exchange rate	10	29
Asset pricing	11	28
Oil	5	26
Stock returns	11	26
Causality	5	26
Volatility	9	26

Sources: Author's own (2024)

FUTURE RESEARCH AGENDA

Furthermore, we can see the future recommendations from the authors for the Future research direction in **Table 9.**

Table 9. Future research recommendations

Author	Year	Future research recommendations
Ozili.	2018	The article proposes a research question focusing on the interaction between digital finance and economic crises led by analyzing whether digital finance causes financial transmittance in crises.
Meo & Abd Karim,	2012	Further research can be extended by estimating the co-movement of this green finance with other associated financial markets in terms of portfolio attractiveness to investors.
Wang	2016	Subsequent studies examine the actual constraints to sme growth and employ finer methods such as panel or time-series analysis due to sectoral and regional variation.
Le et al	2019	Future research could help find the balance between financial inclusion and scholarly focus on financial inefficiency, highlighting measures to overcome these inefficiencies relying on governance, financial regulation, and supervision.
Ozkan et al,	2017	As for future research, it is possible to include all financial institutions, for example insurance companies or investment trusts. Here it is possible to use other methods, for example, market-to-book ratio, tobin's q or balanced score card to calculate intellectual capital performance.
Khan et al,	2022	It would be possible for future work to employ other types of commitment-based measures of climate finance, decompose asia into subregions, and perform the recipient sector level analysis to yield more relevant policy findings.
Aydoğmuş, et al	2022	Research is recommended to further establish the relationship between esg performance and firm value and profitability, by investigating the causal causes in certain areas like emissions, innovation, resource use, human rights, workforce, product responsibility, community, shareholders, management and csr strategies.

Saiti et al,	2014	Instead, we could gain more by evaluating on causal conditions determine the diversification benefits of islamic and conventional stock markets such as inflow of investment, bilateral relations in trade, response to any stimuli, and the presence of foreign speculators namely in islamic countries. More research can extend on these dynamics for exploring the consequences for portfolio diversification and financial strategies in the emerging economies.
Ahmed et al,	2022	Subsequent studies can encompass countries from other areas and/ or target sectors that financial development and ri affect gg. Research could also measure the effectiveness of governmental actions and international cooperation in sustainability implementation.
Ghenimi, et al,	2017	Future studies could examine this relationship with reference to another region or with the extended time horizon. Hence, more research could be directed towards elaborating the nature of these risks to certain types of banks or the performance of the basel iii regulatory measures in various banking structures.
Ndiaye et al,	2018	Subsequent studies may continue from these results to employ panel data to analyze other factors that determine the performance of smes further afield. Secondly, case studies based on specific country contexts of developing economies would aid deepening the understanding of what might be driving sme performance in different contexts.
Srairi	2013	The future study could be by considering more factors such as financial and economic environment, legal and regulatory measures pertaining to islamic and conventional banks, as well as the basic modes of loss and profit sharing in islamic banking. Hence, research into the way these characteristics influence the stability of the banking facilities in the nations having both money structures would also be insightful.
Boukhatem & Moussa,	2018	Subsequent research could expand the model by including other variables that are possibly influencing the islamic banking and economic growth relationship more greatly, for instance, size and depth of islamic banking and political instability and terrorism factors.
Vo et al,	2021	Marginalized group could thus enhance the stability of the financial industry and return on investment. Economic authorities should guarantee the development of the financial products and services, including in the least developed countries of laos and vietnam.
Yousaf, & Ali	2020	Further studies should analyze the effect of other cryptocurrencies on the cross-market interaction and volatility transmissions and analyze the lingering consequences of covid-19 on the cryptocurrency correlation pattern. Furthermore, the government should improve surveillance of cryptocurrencies' markets to avoid high risks during the period of fluctuating interface values.
Alam et al,	2013	Future studies should examine other consequences of sukuk issuance, including long term performance viewpoint that may out compensate for short term market returns. However, if focus was understudied areas, it could help increase the level of acceptability of sukuk to investors as well as change perceptions of the negatives associated with islamic bonds.
Hoque, & Zaidi,	2020	Future research should analyze the heterogeneity of domestic and global geopolitical risks on emerging markets by controlling for different market characteristics and volatility environments. It should also find out how investor behavior reacts and whether the risks that emanate from geopolitical shocks must be managed in order not to affect the stock markets.

Ozili, & outa,	2017	Implementing dynamic loan loss provisioning entails some risk due to its novelty, whereby by enhancing the benefits of regulation, there must be equilibrium with monitor costs, whereas constraining managerial flexibility is important to avoid income smoothing and ensure sufficient provisioning.
Aslam et al,	2020	This research reveals that additional investigations should be conducted on stock market networks after the pandemic employing extended data, and investors should also modify their diversification framework and investigate pair trading based on market connections. Authorities should collaborate on developing coherent strategies to maintain stability of stock exchanges in the given communities.
Anginer et al,	2021	Subsequent research could extend in terms of how factors at the country's level including creditor rights, governance quality, and the extent of the debt market, affect the relationship of governance and debt maturity in a different institutional setting.

Sources: Author's own (2024)

The bibliometric analysis of all the published articles in the Borsa Istanbul Review Journal (BIRJ) has revealed the following potential areas that may be of interest to researchers with a view to improving the knowledge of the field of finance/business/economy in general, and emerging markets like Turkey in particular. The following are the most promising avenues for further academic exploration:

1. **ESG Integration in Emerging Markets:** While ESG factors have become increasingly popular across the world, the practice in the emergent markets, particularly Turkey, remain relatively novel. Successor research could explore the relationship between ESG and investment, decision-making and risk management practices and analyze regulatory impediments to ESG integration in Turkey and other similar economies.
2. **AI and Machine Learning in Financial Decision Processes**: Many firms are now exploring the use of machine learning and artificial intelligence in their finance. There is scope for research in how these characteristics of AI/ML models could improve the market prediction, the pricing of the stock and the risk assessment in Turkey's financial markets. Research could also be carried out on how these technologies could be utilized to overcome emerging economies and enhance financial decisions.
3. **Behavioral Finance in Turkish Markets:** While behavioral finance has gained currency in developed markets, its use in Turkish markets is more restricted. There is potential for future studies to examine psychological aspects including overconfidence, herding and sentiment in the investor

during economic volatile periods in a bid to improve risk mitigation and market forecasting.

4. **Impact of Digital Finance and Fintech:** That being the case, future research may analyze the effects of the increasing digital finance around the globe such as use of such technologies such as blockchain, mobile money as well as other cryptocurrencies on financial Turkey systems. Innovation could address the impact of such technologies on financial access, efficiency of emerging markets, and the appropriate regulatory environment.
5. **Longitudinal Analysis of BIRJ's Academic Impact:** In addition to this, since it occurs annually, a longitudinal study could track the changing academic reputation of BIRJ through citation and authorship metrics and international collaborations. It would give an understanding of the thematic changes in the journal and increase the popularity of this resource among researchers.
6. **International Collaboration in Financial Research:** The growth of BIRJ reveals that there is a greater need for cross border cooperation if there is to be progress towards the enhancement of financial understanding. Perhaps future research should examine how such collaborations contribute to the sharing of such centers of financial innovation as well as setting future research agendas and policies in emerging markets.

CONCLUSION

This study seeks to conduct a bibliometric analysis for the Borsa Istanbul Review journal for the year 2013-2024. Among our specific objectives targeted in submission to the present special issue, major ones included evaluation of trends including the general journal expansion, citation, most productive authors, leading countries, institutions and funding bodies, as well as benchmarking the performance of the journal against other, similar journals of the field. Furthermore, this study carried out both the co-authorship and keyword frequency co-occurrence network analyses to inform future research directions from the journal's research findings.

The findings of this paper suggest that the effects of the Borsa Istanbul Review are positive and consistent over time, especially in the last five years with increased publications in 2021 and 2022. This has that journey indicates that the visibility and importance of the journal is improving in the academically engaged world. There has also been marked progress in the citation styles with

a record growth of 44 percent annually. Still, the annual number of citations in the journal is less than the indicators of competitors, which means that it is possible to improve the situation with the visibility of the journal to an audience of worldwide researchers and penetration of its academic results into scientific references.

The research also notes that Turkey China and the USA are the most dominant nation in the contribution to the journal while University of New Orleans and INCEIF University among other institutions are among the most active in the production of articles in the journal. Interestingly, the funding of the journal is mainly supported by the Chinese and European institutions indicating the universality of the subject matter.

The keyword co-occurrence and thematic analysis reveal that the journal's primary focus lies in economics, finance, and the financial system of Istanbul, with emerging topics such as corporate governance, sustainability, and monetary policy becoming increasingly prominent. However, there are notable gaps, particularly in exploring areas like the halal industry, ESG factors, and the integration of global issues such as climate change, net-zero policies, and gender diversity. Future studies could bridge these gaps by broadening the journal's coverage to incorporate these emerging subjects, thereby enhancing its academic relevance in a broader, global context.

Although this study makes significant contributions, certain limitations remain that future research should address. First, the study focuses on articles published in the Borsa Istanbul Review between 2013 and 2024, which may exclude important studies that were published prior to 2013. Second, bibliometric analysis is based solely on citation data, without exploring other metrics such as article influence or altimetric, which could offer a more comprehensive view of the journal's impact. Lastly, future studies could consider applying other methodologies such as systematic literature reviews or meta-analysis to further deepen the understanding of the journal's research trends and impact.

In conclusion, the Borsa Istanbul Review has emerged as a prominent academic journal in the field of finance and economics. As it continues to grow in both publication volume and citation impact, there are numerous opportunities to expand its scope and reach. Researchers should take advantage of these opportunities, particularly by exploring underrepresented themes and addressing the gaps identified in this study.

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CHAPTER 2

The Importance of Digital Innovation in Strategic Management

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Abstract

Digital innovation is the act of engaging in innovative behavior by leveraging data, with a focus on digital technology. Digital innovation enables the creation of innovation in a specific field and the achievement of scalable results from that field. Digital innovation serves as a strategic lever to provide businesses with a competitive advantage, increase efficiency, and ensure sustainability. Digital innovation enables the emergence of new business models. Thanks to digital technologies, businesses can make faster, more accurate, and more reliable decisions. This increases operational efficiency. Customer focus has become a key priority thanks to personalized services and real-time feedback. As a result, customer behavior is now analyzed in strategic management. In strategic management, digital innovation creates competitive advantage, establishes new business models, increases efficiency, enhances customer value, and transforms the organization. In short, digital innovation is no longer optional; it is a strategic necessity. sinesses benefit from "digital innovation" when taking strategic steps and differentiating themselves from other businesses.

Keywords: Digital innovation, Digital Technologies, Strategic management.

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Digital Innovation

Digital technologies are changing the way we work, from personal spaces to businesses and activities in society. Millions of people are connecting with each other through smart technologies, accessing data through smart machines, storing data, and processing data. All these developments are enabling innovative ventures to emerge and new opportunities to arise (Demirkıran et al., 2016). One of the innovative initiatives brought about by digital technologies is the concept of "digital innovation." Digital innovation is a strategic initiative carried out using information technologies and seen as the creation of new products/services (Kohli and Melville, 2019). With digitalization taking over all sectors and worlds, digital innovation is seen by some academics as a necessity, while others view it as a highly challenging strategic initiativem(Andersson and Rosenqvist, 2018). The most fundamental way to enrich societies and raise people's living standards is to produce more goods and services with the same number of people. Innovation is the key to achieving this increase in productivity (Brynjolfsson and McAfee, 2014). One of the most important topics of recent times and the new momentum for development brought about by new technologies is digital innovation. Digital innovation is a new combination of physical and digital products and services, and it involves developing new products and services (Lee and Berente, 2012; Kohli and Melville, 2019). In addition to the many definitions of digital innovation, there are also differences based on its position in the scientific field. Digital innovation refers to the changes that occur in the process of creating market structures, business processes, and business models with the emergence of new technologies (Nambisan et al., 2017).

Digital innovation is defined as the addition of new tools to the way business is conducted and actions are taken (Mendling et al., 2020). Indeed, digital innovation is a continuous and dynamic process of change in the way we do business and the value we create (Hinings et al., 2018). Indeed, there are different interpretations regarding the definition of digital innovation: It is stated that digital innovation fundamentally changes the way services and products are created and structured, providing new ways of creating and owning value. In other words, it is concluded that it contributes to offering innovations and the formation of new values (Hund et al., 2021). It is defined as the creation, adoption, and use of digital innovation, which is inherently limitless and value-adding, through the integration of digital technology (Magnusson et al., 2021). Digital innovation involves creating a new combination of digital and physical components, enabling products to become programmable, addressable,

responsive, communicable, memorable, trackable, and relatable (Yoo et al., 2010). There are several noteworthy points when defining digital innovation.

The Merging of the Physical and Digital: The first of these points is the addition of new combinations. That is, the addition of new digital capabilities to physical objects through an interaction arising from the combination of digital and physical processes. For example, new features are added to physical objects by installing software on books, clothing, and household appliances (Warner and Wager, 2019). Digital innovation refers to developments in technology or the internet, particularly cloud-based services (e.g., Uber, Amazon, Skype), customer feedback platforms, and more (Demirkan et al., 2016).

Fundamental Bases: Digital innovation operates in a layered, modular structure, leveraging the programmability of digital technology and the homogeneity of data (Bharadwaj et al., 2013). It assists in creating innovations and presenting creative insights from technological tools. With the right data, it enables the emergence of predictive scenarios (Nambisan et al., 2017).

Productivity: The prevalence of digital technologies has led to generativity, resulting in new products that exceed the original design objectives. Digital innovations enable entrepreneurs to streamline their operations, enhance customer experiences, and maintain their competitive edge in the rapidly evolving digital marketplace. Digital tools are particularly helpful for entrepreneurs, enabling smaller e-commerce businesses to compete with larger, established companies (Beawi et al., 2020).

A Strategic Process: Digital innovation is seen not only as a technological process, but also as an entrepreneurial process that supports radical business model innovations (Nambisan et al., 2017). Digital innovation has become the driving force behind entrepreneurial success in today's competitive markets. This is because it creates new business activities/areas while introducing new business models. The new applications emerging in the music industry are a prime example of this. (Kreiterling, 2023).

The Impact of Digital Innovation on Business

In an increasingly complex environment, businesses are acquiring decisive strengths in order to survive and gain a competitive advantage during periods of intense cultural differentiation. Businesses are utilizing digital technologies appropriately to ensure sustainable competitiveness. With the digital innovation brought about by digital technologies, businesses are gaining an advantageous position (Savastona et al., 2025). The effects of digital innovation are possible for businesses engaged in fully digital transformation efforts and those developing

knowledge-based products (Nylén, and Holmström, 2015). Digital innovation fundamentally transforms business models not only by adding technological tools, but also by redefining organizational structures, value creation processes, and strategic decision-making mechanisms (Kroh et al., 2024).

Gaining a Competitive Advantage: Digital innovation refers to the creation or adoption of innovations that add value to the business through the integration of digital technology (Kroh et al, 2024). Thanks to digital technologies, businesses can reduce costs, offer differentiated products and services, and respond more quickly to the market. This enables traditional competitive strategies to be enhanced with digital tools (Grisold et al., 2021). Thanks to digital technologies, comprehensive developments and changes are taking place in the economy (Raisch et al. 2009). Businesses are faced with the need to find new sources of income in order to survive in a constantly changing market (Fuchs et al. 2019). Digital developments support the philosophy of "an evolving and increasingly widespread general direction of change" (Holsten et al., 2021). The nature and structure of products and services have fundamentally changed with digital transformations, new generation innovation processes have emerged, and all sectors have transformed in a broader sense (Nambisan et al. 2017). One of the best examples in the field of digital innovation is Apple's transformation into an effective music distributor through iTunes. Together with the new entrant Spotify, Apple has contributed to revitalizing the music industry's business ecosystem through digital service innovation. Although the internet once seemed like a hopeless arena for paid content, Netflix has revitalized the film and television industries while disproving these views. To this end, Netflix has taken digital service innovation a step further by not only distributing digital content but also starting to produce it (Nylén, and Holmström, 2015). Thus, Apple and Netflix have changed the nature of competition and opened up new avenues for competition. In this sense, digital innovation brings new elements to the nature of competition. The use of new ideas and technologies is driving an increase in digital innovation. As a result, market dominance is growing and a competitive advantage is being gained (Gil-Gomez et al., 2020).

Contribution to Decision-Making Processes; Digital innovation plays a critical role in the collection, management, and long-term preservation of information. Technologies such as Big Data and Internet of Things (IoT) support the "open innovation" approach by encouraging information sharing between internal and external networks. Thanks to big data technology, data is real-time. Making verifiable decisions based on real-time data enables businesses to gain strategic agility and make predictable forecasts (Umuralieva, 2020). This enables information to develop horizontally within the company

and allows all ecosystem actors to participate in the value creation process (Di Vaoi et al., 2021). The "predictive ability" offered by big data analysis systems improves the quality of managers' decisions. Algorithms help prevent potential future complications and enable more informed strategic decisions by identifying relationships between data. Thus, reading and interpreting data is of great importance (Ferraris et al., 2019). Digital innovation is not just about using new technologies; it also means making decision-making processes data-driven, fast, and predictable. From a strategic management perspective, digital innovation enables managers to make more rational and evidence-based decisions under uncertainty. It enables the anticipation of opportunities, the identification of threats, and the formulation of strategies accordingly (Albahri et al., 2023). Thus, it facilitates the management of environmental uncertainties. Market trends, customer behaviors, and real-time data enable analytical and measurable decision-making. In terms of strategic decisions, scenario analyses can be performed, risk estimates can be created, and simulation models can be established. This reduces the margin for strategic error (Kohli and Melville, 2019). Within the context of the dynamic capabilities theory, digital innovation can be considered a strategic tool that enhances businesses' capacity to perceive environmental changes, evaluate opportunities, and restructure their resources. In this regard, digital innovation is not merely a technology investment that increases operational efficiency; it is also a key element of organizational renewal capacity, one of the fundamental determinants of sustainable competitive advantage (Xu et al., 2023).

Organizational Transformation and Competencies; Digital capabilities are defined as a dynamic capability that enables an organization to create new products and processes and respond to changing market environments. The success of digital product development largely depends on how businesses manage digital technology; therefore, digital capability is a vital prerequisite for achieving digital innovation (Wang and Li, 2023). Organizations' digital technology capabilities and dynamic competencies trigger sustainable entrepreneurship through digital innovation orientation (Xu et al., 2022). Digital innovation is profoundly changing business models. For example, companies such as Airbnb, Uber, and Facebook have enabled the management of massive operations without owning physical assets. Therefore, digital innovation has differentiated the ability to do business (Heredia et al., 2022). Digital innovation is a comprehensive capability transformation process that aims to increase the productivity and creativity (decision-making, connectivity, and innovation) of individuals and organizations (Nambisan et al., 2017). The hierarchical structure of traditional business models is giving way to models where knowledge develops horizontally both within and outside the organization. Thanks to

digital innovation. Companies create value not only through internal resources, but also through collaboration networks established with user communities and external partners (cloud-based services, API ecosystems, etc.). This leads to the emergence of continuous learning environments. Knowledge Management Systems (KMS) have become a fundamental governance tool that influences business models by ensuring the alignment of strategies and competencies (Nasiri et al., 2023). Digital capabilities provide the following advantages in the innovation process. The use of digital technologies such as big data and artificial intelligence helps to better understand user needs, absorb external information, and thus reduce the risks of digital innovation. Information technology capabilities enable businesses to integrate internal and external resources and effectively manage and coordinate specific innovation processes. At the same time, the use of digital technologies reduces business costs and increases production efficiency, preparing a suitable ground for digital innovation.

Sustainability and Long-Term Performance; The impact of digital innovation on sustainability is not only about making a profit, but also about striving to balance environmental and social objectives. Digital tools contribute to the long-term value creation process, supporting sustainable performance. They help companies measure their environmental impact and develop more "green" innovation practices. This increases the degree of corporate social responsibility, providing a reputation advantage among stakeholders. Digital technologies are particularly helpful in protecting the environment, reducing pollution, and using resources efficiently (Demirkan et al., 2016). The integration of innovative digital technologies (such as the Internet of Things (IoT), real-time data collection, big data analytics, blockchain, robotics, and artificial intelligence) into production processes enhances the overall sustainability of the system, process efficiency, and output effectiveness. These technologies enable companies to develop "sustainable production processes". At the same time, digital innovations can reduce the use of chemicals in production, eliminate the discharge of hazardous chemical waste, and reduce water consumption. Furthermore, digitalization and automation increase the traceability of processes, which facilitates the use of environmentally friendly materials and the implementation of green processes (Cosimato and Vona, 2021). Digital innovation transforms sustainability from merely a "corporate social responsibility" project into an integral part of the core economic proposition of the business model. This enables organizations to generate profits while simultaneously creating social and ecological value. For example, the Ecosia search engine transforms sustainability into its core business logic by using 80% of its advertising revenue to plant trees. In summary, digital innovation serves

as a strategic tool for achieving climate change and sustainable development goals by making sustainability more traceable, transparent, scalable, and financially viable (George et al., 2021). In summary, businesses prioritize customer needs and adapt to environmental changes in order to compete and survive. This is because businesses want to be able to respond quickly to changing environmental conditions. It is also critical for businesses to adopt and implement digitally innovative technologies that help them gain a sustainable advantage. Indeed, this can be achieved through digital innovation efforts (Gupta and Jauhar, 2023). In strategic management, digital innovation affects not only technological transformation but also cultural transformation. This is seen in the emergence of agile structures in organizational design, the rise of digital leadership, the spread of the learning organization model, and the increasing prevalence of innovative thinking styles. Thanks to digital innovation, businesses are strategically differentiating themselves from their competitors and gaining a strategic advantage (Puttaraju, 2022).

Conclusion

Digital innovation is driven by technology-based innovations and develops through digital technologies. It relies on digital infrastructure, develops through data, and creates a platform effect. Therefore, it is more scalable and leads to innovations in specific areas across the board (Hund et al., 2021). Digital innovation is defined as the redesign of products, services, processes, and business models through digital technologies, enabling businesses to gain a sustainable competitive advantage through this transformation. Unlike traditional innovation, digital innovation focuses on elements such as data-driven decision-making, platform architectures, and network effects, and generates innovations in specific areas. For example, Netflix's transition from a DVD rental model to a digital streaming platform is not only a service innovation; it is also an example of digital innovation that personalizes the user experience through big data analytics and algorithm-based recommendation systems. Similarly, Amazon's AI-powered recommendation systems and dynamic pricing applications are concrete examples of data-driven business model transformation. In these examples, digital technologies are not merely supporting tools; they are fundamental elements of the direct value creation mechanism.

Digital innovation also leads to structural transformations in traditional sectors. For example, Uber has fundamentally changed its business model in the transportation sector by matching supply and demand in real time via a digital platform. In the manufacturing sector, Siemens' smart factory applications

enable the digitization of production processes through the Internet of Things (IoT) and cyber-physical systems. In this context, digital innovation is not merely a technological innovation; it represents a comprehensive transformation in organizational structure, value chain, and customer interaction methods. Therefore, digital innovation is considered a multidimensional paradigm that reshapes the strategic management approach of businesses.

Digital innovation is considered a strategic competency area that enables businesses not only to gain a competitive advantage but also to develop a competitive edge (superior) positioning. The integration of digital technologies into organizational processes through data analytics, artificial intelligence, and platform-based systems enables faster adaptation to environmental uncertainties, early identification of opportunities, and strengthening of dynamic capabilities. In this context, digital innovation contributes to the more efficient use of resources in the execution of sustainable activities, increased operational efficiency, and long-term value creation. Furthermore, data-driven decision-making mechanisms enable the establishment of more rational, predictable, and strategic decision-making processes that go beyond managerial intuition. Therefore, digital innovation is a comprehensive transformation tool that supports the development of organizational capabilities, increases strategic flexibility, and paves the way for businesses to achieve sustainable competitive advantage.

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CHAPTER 3

Theoretical Construction Of Digital Well Being In The Age Of Addiction

Derya TORUN[1]

Abstract

The digital environment offers numerous opportunities and diverse perspectives regarding people's lifestyles, communication styles, ways of thinking, and behaviors. The innovations brought about by digital tools have significantly increased the ability to identify trends and relationships in every field, better understand complex problems, and connect, evaluate, and utilize the data obtained. These developments have presented both benefits and drawbacks for businesses. Chief among these is increased dependence on technology. The use of technology has increased not only in work environments but also in other areas. This situation has led to many problems. In addition, there is evidence that using phones at work for personal purposes may also influence work–life imbalance through perceived stress. These findings suggest that addressing the issue solely through individual self-discipline may be insufficient. The aim of this study is to examine technology addiction and problematic use from an organizational culture perspective by linking them to current events and regulations, and to develop organizational recommendations that can support employees digital well being. Current developments discussed include the growing number of rules on smartphone use in schools, the implementation of banning mobile phones in classrooms in Türkiye, the entry into force of the

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European Union's AI Act and the way AI governance is shaping organizational agendas, and new calls for restrictions on algorithmic management systems. As a result, this paper argues that digital well-being is a matter of organizational culture; that invisible norms regarding availability standards and response speed can encourage problematic use; and that solutions require a multidimensional change process involving leadership, job design, and communication practices.[1]

Keywords: Technology Addiction, Organizational Culture, Work-Life Conflict, Digital Well-being

1. Introduction

Today, organizations rely heavily on smartphones and corporate communication tools such as instant messaging, email, and team collaboration platforms to manage their tasks effectively. However, the expectation of being reachable at all times has altered employees experiences and stretched working norms beyond the limits of standard working hours. This new, digitally transformed state of work has made the phenomenon known as technology addiction more visible in the workplace.

Two conceptual distinctions are important here. First, there is a difference between addiction from a clinical diagnostic perspective and the problematic use that is commonly referred to as addiction in everyday language. The World Health Organization has decided to continue testing even with negative results listed in ICD-11. These negative results include (Who, 2020):

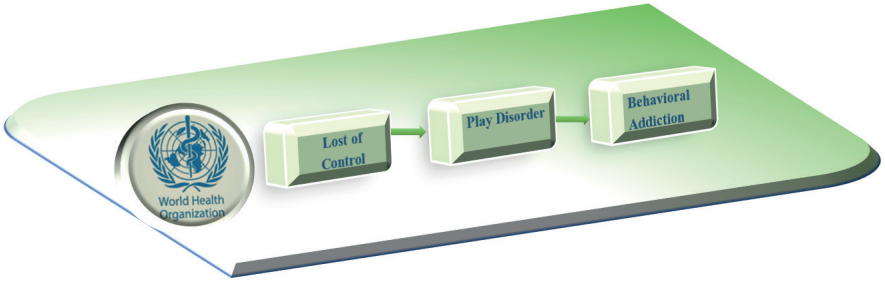

Figure 1. Shows the negative results listed in the World Health Organization's ICD-11.

1 This study is based on the full paper presented at the 18th International Istanbul Research Congress, held on December 28–30, 2025, and has been revised and expanded for publication.

This research has been approached from the perspective of organizational culture. This is because organizational culture does not remain merely on paper, contrary to what individuals may think; rather, it encompasses employees in every aspect. It addresses issues such as the hours they work, the times at which they are expected to be reachable or unreachable, and whether they respond to messages sent outside working hours. It also has a determining influence on matters such as how the level of digital platform use is perceived. Technology use is influenced not only by individual preferences but also by different domains; in other words, it also shapes the expectations of the organizational environment. It is likewise a result of matters such as work patterns and what is expected of employees.

At this stage, Schein's interpretation of organizational culture provides a particularly explanatory framework. According to Schein, organizational culture develops over time through shared experiences, is adopted by members of the institution, and transforms into a system that guides behavior. In this process, leaders have a major role, because their attitudes and behaviors make significant contributions to organizations. A leader who positively guides the organization advances both society and employees. In this way, environmental influences are brought into the business, and the interaction between employer and employee, through the integration of technological innovations into the organization, turns the business into a sustainable whole and enables it to make its voice heard internationally through innovation (Schein, 2010).

In this context, the main research question is formulated as follows: Beyond individual self-discipline, what organizational norms, management approaches, and forms of work organization encourage and sustain problematic technology use? In addition, it is necessary to reflect on how the social, technological, and legal changes that have occurred in recent years have made this relationship more visible. As a result, what organizational solutions do these changes suggest for reducing employees' digital burden, limiting the pressure of constant availability, and creating a more sustainable work environment?

2. Technology Addiction

The modern world has undergone a major transformation through the creation of artificial needs and people's endless desire for them. The constant change in needs has led to the fact that human longings never truly come to an end. Technology and its tools have become the clearest representatives of this longing. People's tendency to turn toward attractive objects without knowing whether they truly need them reveals another dimension of the modern phenomenon of addiction. The transformation of unnecessary needs

into something indispensable for individuals is a result of today's marketing mentality. The most striking issue here is that, rather than science and technology dominating people, people should have control over these fields. Such control can be achieved through a structure in which humanity frees itself from the chain of consumption and in which intrinsic values come to the forefront. It is observed that technology has a major impact on society. The main point on which people agree about technology is that it is constantly advancing and becoming increasingly indispensable in individuals' lives.

Through the opportunities provided by technology, people gain the capacity to understand, learn about, or follow almost any subject. In addition, with the increasing number of machines that can perform human tasks, make observations, and learn, new system have also emerged.

Technology, on the one hand, confronts people with a created virtual reality. In the technological environment, individuals act like "digital agents" who interact through screens and render everything virtual. None of us can escape taking part in the construction of a virtual universe that exists alongside the real world; our lives continue in an environment that transcends natural reality or has only a weak connection to it. In this modern age, where the boundaries between the real and the virtual have become blurred, fundamental categories of knowledge such as time and space seem to have lost their traditional meanings. Augmented reality, enriched content, digitized data, simulated realities, modeled behaviors, and robotic technologies constitute what lies beyond conventional understandings of existence.

Although the term technology addiction is used broadly in everyday language, the academic literature treats problematic use or addiction like patterns more cautiously. As an example of clinical diagnoses, the sets out criteria for gaming disorder, such as marked functional impairment and symptoms persisting for at least 12 months (Who, 2020). From a workplace perspective, technology is not merely a tool; it is a foundational element that determines the pace and scope of work. For this reason, studies on technology-related stress examine the effects of digital systems on employees. One such effect may be the increasing blurring of boundaries between work and private life. Approaches focusing on work–family or work life boundaries suggest that individuals strive to manage multiple roles, and that portable tools such as technology can easily cross these boundaries. Findings reported by Blake et al. (2024) likewise connect work related smartphone use outside working hours to work life conflict by pointing to the weakening of these boundaries.

The emergence and creation of artificial needs will continue on a plane that may increasingly bring people under control in the future. The direction

in which technology will guide human life and the extent to which technology addiction will spread throughout the world will become clearer in light of the realities of a developing world.

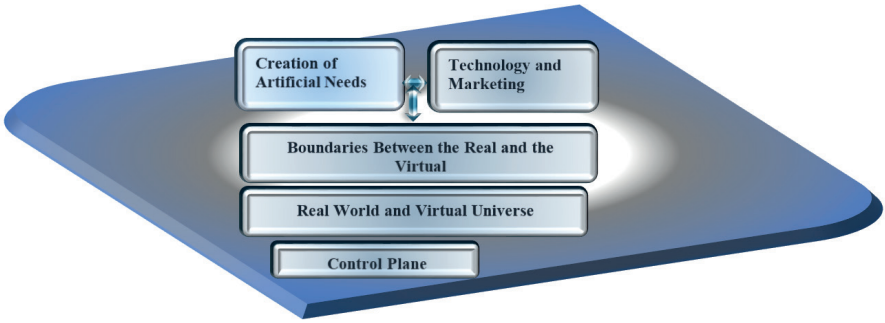
Creation of Artificial Needs
Technology and Marketing
Boundaries Between the Real and the Virtual
Real World and Virtual Universe
Control Plane

Figure 2. Technology in the Modern World

3. Organizational Culture

Organizational culture shapes the behavioral patterns that employees adopt. According to Schein, culture is a set of fundamental beliefs developed by a group to cope with problems of external adaptation and internal integration; over time, these beliefs are transmitted to new members as the correct way to perceive and feel (Schein, 2010). Digital behaviors are also part of this transmission process, which platform should be used for communication, how quickly messages are expected to be answered, what the word urgent really means, and whether messaging outside working hours is considered normal can all be evaluated within this scope. The answers to such questions are usually found not in policy documents but in everyday practices and in leaders' behavioral patterns.

Recently, digitalization has become quite widespread in businesses, and its use has increased significantly. As a result, organizational culture has shown its importance not only in the traditional sense but also in the digital sphere. From a business perspective, this includes where, how, and by whom communication channels are used, within what time frame responses to messages are expected, how important those messages are considered, and, most importantly, the extent to which responses given outside working hours are seen as normal. These rules are not usually stated explicitly, because employees observe how others in their field work and gauge how employers respond. Over time, by

experiencing the culture that develops in this way, they learn it and determine how and in what way they can contribute to the organization.

Technology plays a major role not only in work life but also in an individual's personal life. In particular, technology use in the workplace should not be explained solely as a matter of individual use, and such an explanation would be inaccurate. The fact that an employee or employees are expected to always be actively online, or feel this obligation themselves, to respond instantly to notifications coming from the other side, in other words, to be reachable 24/7, is related to the institution they work for and stems from organizational culture. When the workplace imposes such expectations on employees and at the same time rewards them, thereby associating digital availability with performance, it leads employees to use technology more and greatly influences how and in what ways they use it. While the continuation of such a system may help ensure that digital platforms are used efficiently, it also affects employees negatively because it harms their individual lives and creates a constant sense of pressure within them.

In this sense, when technology use is taken into consideration, it cannot be associated only with the employee's technology addiction; it is also directly related to the pressure the employer places on the employee. Employers' constant expectations for work, their demand that employees remain continuously reachable, and their attitudes and behaviors are also influential. How and in what ways these technologies are used also plays an important role in organizational culture and within the institution.

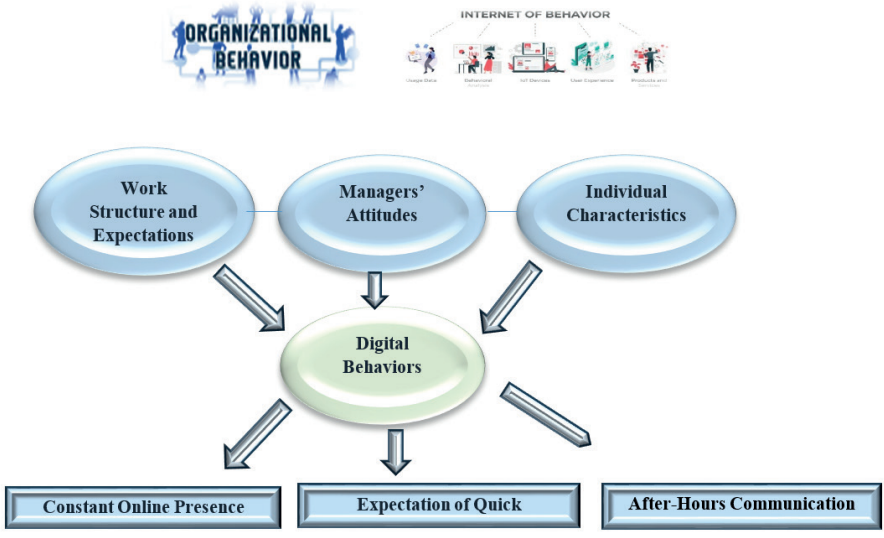

Figure 3. Organizational culture and digital behaviors

4. Digital Governance Agenda

• Smartphone regulations in schools

Educational institutions are important arenas in which societal rules about how technology should be used are shaped. UNESCO emphasizes that the view is gaining strength that smartphones should be used in educational settings only when they clearly support learning outcomes; it also notes that countries' regulations in this area are being monitored and that policy debates on the issue are increasing (Unesco, 2025). UNESCO's 2023 Global Education Monitoring Report further draws attention to the conditions under which technology is integrated into education and whose criteria are used, and it points to the risks of use that does not provide pedagogical benefit (Unesco Gem, 2023).

Recent examples support this trend: according to the Associated Press, Chile has passed a law banning the use of smart devices during class time at the primary and middle school levels, and this regulation is planned to take effect at the start of the 2026 school year (Associated Press, 2025). Similarly, in Brazil, a federal law restricting smartphone use has been on the agenda as of 2025 (Associated Press, 2025). This indicates that issues such as digital attention and screen time are not only matters of personal preference but are also shaped by institutional policies.

• Mobile phone policy in schools in Türkiye

In Türkiye, a circular published by the Ministry of National Education regarding the 2024 -2025 academic year states that the practice introduced in the previous year namely, that students will continue not to keep phones in the classroom will remain in effect. It also draws attention to guidance activities aimed at enabling the effective and efficient use of digital resources (MEB, 2024). This approach stands out as a policy that goes beyond a simple ban by also emphasizing digital skills and appropriate use. Such practices are significant in that they may shape the future workforce's relationship with technology by helping the notion of institutional boundaries" take root at an early age.

• European Union regulations on artificial intelligence

Debates about technology in the workplace are no longer limited to smartphones, AI systems are transforming processes such as performance evaluation, recruitment, and task allocation. According to the European Commission, the European Union's Artificial Intelligence Act (AI Act) entered into force on 1 August 2024 (European Commission, 2024). On the European Union's Shaping Europe's digital future page, it is stated that the

framework related to the AI Act is being continuously updated and that the Act's policy framework is shaping the corporate compliance agenda (EU, 2025). These regulations can create a cultural effect within organizations by steering the ethical and accountable shaping of technology use: beyond technical compliance alone, there emerges a need to strengthen transparent communication and standards for human oversight that will increase employees trust in the system.

In a statement made by the European Commission in December 2025, it is noted that within the scope of a roadmap and consultation processes aimed at creating sustainable quality jobs in the future topics such as remote work and the right to disconnect have found a place in policy discussions (European Commission, 2025). This indicates that boundaries between work and private life are being reconsidered at both organizational and legal levels, and therefore organizations may be compelled to review their rules regarding after-hours accessibility.

5. Theoretical Model

This study examines problematic technology use through a three-level perspective.

- **Individual level:** Personality tendencies, coping strategies for stress, fear of missing out, sleep habits, psychological vulnerabilities (the relationship between smartphone addiction and depression/anxiety/stress). (Sarhan et al., 2024).

- **Work design level (determinants of how work is structured):** Workload, task ambiguity, time pressure, the extent to which work can be fragmented, the intensity of after-hours communication, and how urgency is defined (the link between work-related use after hours and work life conflict (Blake et al., 2024).

- **Organizational culture level:** Norms of availability, expectations regarding response speed, leaders role modeling effects, conflating performance with online visibility, and the glorification of being always on the relationship between culture and leadership (Schein, 2010).

These layers interact and create feedback loops: Culture influences work design, work design activates individuals behaviors and individuals' behaviors, in turn, reinforce culture.

6. Methodological Proposal

Qualitative component: Because qualitative research aims to reveal the contextual dimensions of a phenomenon and participants processes of meaning-making, semi-structured interviews and focus group discussions are recommended for the qualitative parts of this study.

The rationale for combining these methods is as follows while scales can assess relationships between variables, interviews can uncover the unobservable rules embedded in culture. For example, not responding outside working hours may be common in one organization, whereas in another it may be perceived as risky or unacceptable; such differences can be fully captured only through qualitative data.

7. Practical Recommendations

Communication protocols

- A clear definition of what constitutes an emergency for after-hours communication should be established, and non-urgent messages should be postponed until the next business day.
- Messaging tools should be categorized according to purpose, such as informatiosharing versus action required.

The fact that issues such as the right to disconnect and remote work are on the EU policy agenda suggests that such arrangements may matter not only as a matter of goodwill but also in terms of compliance and risk management (European Commission, 2025).

Leadership as a role model

In Schein's view, managers are the creators of culture; a managers everyday behaviors (emails sent outside working hours, messages sent late at night) contribute to the formation of norms (Schein, 2010). For this reason:

- Managers should minimize communication outside working hours.
- They should explicitly reject implicit judgments such as delayed response disrespect.
- It is important to create a team environment that encourages boundary-setting.
- Privacy boundaries (not monitoring after-hours communication data) should be clearly guaranteed.

Limitations and Future Research

This study is largely based on synthesizing existing sources and proposing a theoretical model therefore, it does not provide direct field data. In addition, the effects of technology use may vary depending on the sector, the structure of work, and country-specific conditions. Future research could:

- Strengthen causal inferences through longitudinal designs,
- Compare how similar digital practices produce different outcomes across diverse types of organizational culture and
- Assess the link between algorithmic management and the requirement to be always online.

8. Conclusion

Technology addictio or problematic use has increasingly become a workplace issue associated with employee well-being and sustainable performance. Research shows that work related smartphone use outside working hours is significantly associated with work life imbalance, while personal use during working hours can trigger similar problems through stress pathways. By contrast, reducing such use and adopting lifestyle changes may lead to positive outcomes for job satisfaction and mental health.

Recent developments and legislation indicate that digital boundaries are becoming institutionalized: rules on phone use in schools, the continuation in Türkiye of policies that do not allow mobile phones in classrooms, and the entry into force of the AI Act in Europe are among the elements of this shift. In this context, solutions should move beyond individual calls for digital detox and be built instead on a digital quality of life strategy that integrates organizational culture, leadership practices, and work design.

For businesses to sustain their existence alongside developing technology, they should consider the use of technology not only in terms of achieving organizational goals but also in relation to the emotional well-being of the individuals they employ. This is because an employee's ability to perform their job as a healthy individual that is, with a positive emotional state greatly affects the efficiency and sustainability of the business. The more productive the employee is, the more the business can grow; it is employees who carry the business into the future.

The use of technology should also take place within certain boundaries for employees. Constantly expecting something from employees is not appropriate. Intervening in their personal lives can lead to negative consequences for both

the employee and the business. Employees may be unable to rest, unable to live their personal lives, and may feel obliged to remain at home and constantly available after work in case something work related happens. In this way, many areas of their daily lives become restricted. Such a situation exhausts employees and, as a result, the business may fail to achieve its goals within the planned timeframe, which can also lead to negative outcomes for the organization. This is because the rapid growth of technology and the increasing scale of innovations make it necessary for businesses to follow developments continuously. Therefore, setting certain limits on communication would provide significant benefits both for the business itself and for its employees. Employee performance should not be evaluated solely on the basis of communication, so that the business can make its mark on the future in line with its vision and mission.

At this point, managers also bear great responsibility. The way leaders use technology, what they expect from employees, when they consider it appropriate to contact them, where and how work-related issues should be addressed, and how they encourage the use of technology are all extremely important for organizational culture and directly shape the digital culture within the institution. For healthy technology use, both sides need to act thoughtfully, consciously, and within a clear framework of reason so that the business can remain sustainable and make a strong presence felt both nationally and internationally.

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CHAPTER 4

The Theoretical Foundations Of Corporate Sustainability In Higher Education Institutions

Derya TORUN[1]

Abstract

With the rapid growth of technological developments, changes in competitive conditions indicate that companies need to align their operations with sustainability goals. The concept of sustainability, which has become embedded across all sectors, has recently gained prominence in universities. While universities promote sustainable development by producing qualified human resources and scientific knowledge through their education and training activities as well as research, they also demonstrate their sustainability achievements through campus infrastructure and efforts within their management systems.

Universities are carrying out significant initiatives to improve their environmental practices and to collaborate more effectively in education and research. Many innovations have recently emerged in universities that operate in line with sustainability policies. Numerous goals have been set, such as green campuses, greywater use, energy conservation, minimizing paper consumption, and sustainable transportation. Sustainability targets identified through measurement and evaluation systems and various reports

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have merged with institutional strategies, revealing the need for coordination and institutional learning in areas such as standardizing performance indicators and ensuring opportunities for comparison.

Within the scope of this study, institutional sustainability in universities is conceptually examined in terms of:

- Management and organizational stage,
- University infrastructure,
- Evaluation, reporting, and transparency, and
- Education and research.

In this context, the study aims to create an explanatory framework by bringing together the relevant elements so that universities can comprehensively integrate sustainability into their institutional strategies, and to provide a conceptual foundation for practice-oriented discussions.[1]

Keywords: Institutional Sustainability, Universities, Sustainability Reporting.

1. Introduction

Sustainable development has gained increasing prominence in recent times. Universities, being an integral part of the global economy and providing education for many public officials and civil society organizations, have the potential to make significant contributions to building a sustainable society. Therefore, universities have a fundamental responsibility to teach, research, and educate on sustainability.

Sustainability is a multidimensional area of change in which organizations reshape their ability to create long-term value in alignment with environmental constraints, societal demands, and governance principles. Universities assume a dual role in this transformation:

- Developing human resources and generating knowledge to achieve sustainable development goals,
- Implementing sustainability criteria within their own organizational operations (such as energy, waste, transportation, procurement, investments, buildings, and infrastructure).

1 This study is based on the full paper presented at the 18th International Istanbul Research Congress, held on December 28–30, 2025, and has been revised and expanded for publication.

In recent years, the desire to determine and compare universities sustainability levels has increased significantly. THE Impact Rankings evaluate universities' contributions to the Sustainable Development Goals in terms of research, stewardship, outreach, and teaching (Times Higher Education, 2025). UI GreenMetric, an international ranking and assessment system, focuses on operational indicators such as infrastructure, energy, waste, water, and transportation to measure the sustainability performance of campuses

Recently, universities' interest in determining and comparing their levels of sustainability has increased significantly. The objective of this study is to present, within a conceptual framework, the current stages of the sustainability concept in universities and its potential advancement in an international context.

2. Sustainability

Sustainability refers to the idea that, in order for the diversity within the ecosystem and non-renewable resources to be passed on to future generations, the damage caused by humans to the ecosystem should not exceed the limits of the system (Ercoşkun, 2007). However, despite this definition, the concept of "sustainability" is not related only to nature. It should be considered together with environmental, social, economic, and technological dimensions. The concept of sustainability points to a period in which "use and discard" habits are being left behind. Sustainability is a way of life that aims for solutions to be permanent rather than temporary, instead of consuming the future (Ateş, 2013).

Thanks to sustainable living, humanity, the environment, and businesses will all benefit. From the moment the concept of sustainability entered our lives, it gradually began to influence every field, and today sustainability projects have started to be implemented in environmental, economic, and social areas alike. In this way, the three important dimensions of sustainability have become visible in every field. Studies have been carried out in many areas such as water use, paper use, environmental use, and finance, and as a result, it has been seen that less consumption and more saving can lead to greater efficiency.

Today, especially in areas where technology is advancing rapidly, businesses are required to keep up with innovations in order to maintain their existence; naturally, they must also demonstrate sustainability in every field in order to remain sustainable. For this reason, it is necessary for them to carry out their work properly in financial areas as well. They must use resources consciously and ensure responsible practices in production and consumption so that, while meeting today's needs, they can also create a sustainable economy without putting at risk the living spaces and production opportunities of future

generations. Sustainable living will play a major role in our present and future lives in environmental, social, and economic terms. Its value has now begun to be recognized, and many scientific as well as practical studies are being conducted in this area. In this way, a more informed, more rational, and more conscious future will be shaped, and these efforts will significantly influence our future. The permanence of problems will diminish, and ways of life will take shape in more positive directions.

Table 1.Dimensions and effects of the concept of sustainability

Sustainability Dimensions	Scope	Main Evaluation in the Text	Possible Contributions
Environmental Sustainability	Ensuring the continuity of the ecosystem	It is stated that the damage caused by human activities should not exceed the limits of the ecosystem.	Maintaining the natural balance, ensuring the efficient use of resources, and increasing environmental efficiency
Social Sustainability	Preservation of the quality of social life	It is stated that the concept of sustainable living is not limited to the environment alone, but also encompasses social dimensions.	More aware individuals, a stronger social structure
Economic Sustainability	Through the conscious use of resources	It is emphasized that, while meeting present-day demands, the production and living opportunities of future generations should not be placed at risk.	**An increase in efficiency and the establishment of a sustainable economic system**
Technological Sustainability	Adapting to technological developments	Attention is drawn to the importance of companies operating in the technology sector adapting to innovations and doing so in accordance with the principles of sustainability.	Adaptation to technological innovations and the continuity of competitive power
Sustainable Lifestyle Perspective	Transformation of consumption habits	It is stated that the “use and discard” philosophy has been replaced by a lifestyle based on sustainability, carefulness, and long-term thinking.	The development of positive lifestyles and the more conscious shaping of the future

3. Institutional Sustainability

Corporate sustainability has become a concept that has gained more importance in recent years by the business sector and academic communities (Linnenluecke and Griffiths, 2010). Sustainability experts warn that businesses that adhere to traditional methods will face negative consequences in the future and be eliminated from competition (Blackburn, 2007). While academia and the business world agree on the importance of corporate sustainability, it is difficult to say that there is a universal definition of this concept (Linnenluecke and Griffiths, 2010). Businesses carry out work related to corporate sustainability under four main headings.

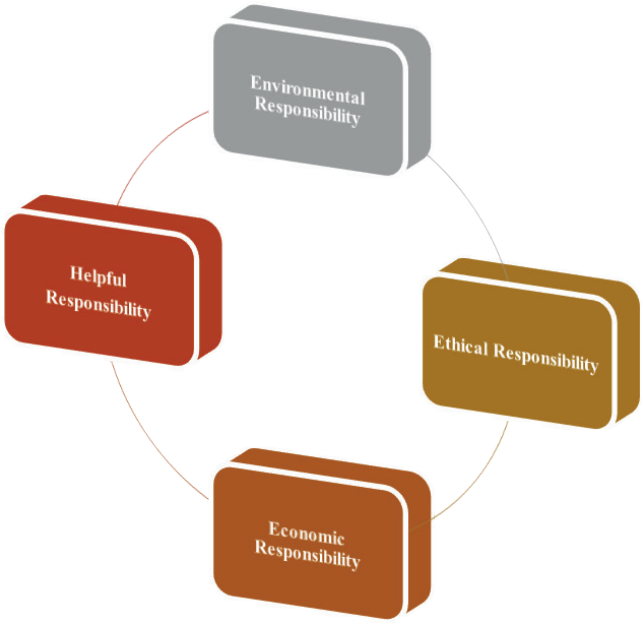

Figure 1. Institutional sustainability

Source: (Carroll, 1991)

4. Institutional Sustainability At Universities

Higher education institutions are no longer limited to their function of providing information and conducting research; they are becoming organizations that also bear responsibility towards society and the environment. One of the most prominent indicators of this responsibility is sustainability. Universities

need to develop a strategic plan to effectively share their sustainability goals with all stakeholders in order to achieve them. Corporate sustainability refers to an organization's ability to create long-term value by combining financial success with social responsibility and environmental protection. For universities, this concept necessitates the adoption of sustainability at all levels, from education and research activities to campus management and community service.

These institutions, responsible for educating future generations, especially leaders and politicians, offer students the opportunity to become aware of environmental and social issues. Research universities play a crucial role as a source of information regarding sustainable development. Therefore, it is important for universities to conduct their research on sustainability not only as an academic discipline but also with the aim of creating a greener world, and to encourage studies related to sustainability in many fields such as biology, chemistry, economics, and political science (Fissi et al., 2021).

Two concepts emerge in this field. These are presented in Figure 2 below.

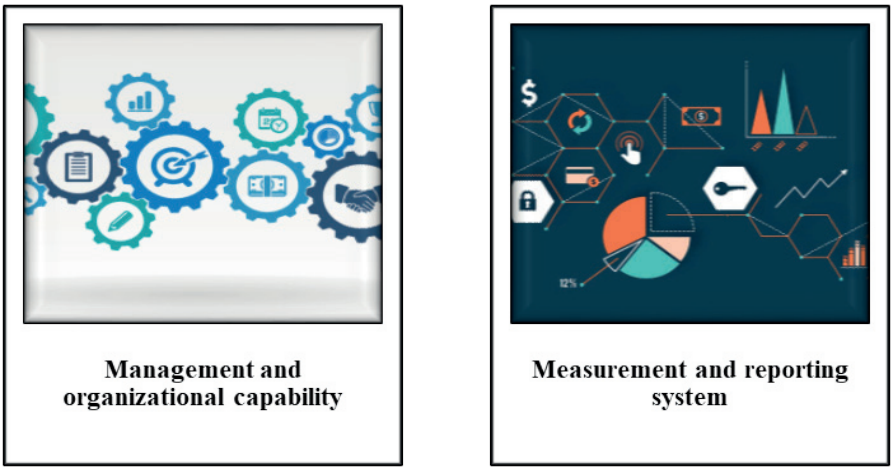

Figure 2. Complementary mechanisms for managing corporate sustainability

When sustainability management in universities is considered, environmental issues, energy use on campuses, the institution's social responsibilities, and the education and research activities that need to be carried out in relation to sustainability occupy an important place.

5. Sustainability Governance And Organizational Structuring

How universities sustainability efforts should be shaped, which areas should be prioritized, and how the benefits provided to society can be increased together with education and research goals are of great importance. This situation creates a need for universities to reconsider their managerial approaches. Strategic communication activities have played a critical role in enabling the projects carried out by universities to reach wider audiences. In addition, in order to guide universities and support their sustainability efforts, sustainability-related elements have begun to be incorporated into university evaluation criteria. Within this framework, it is important to define factors such as the financial structure related to sustainability, environmental initiatives, human rights, equality, accountability, and personnel practices together with governance and strategies that include social development (Bayhantopçu & Özuyar, 2021). Many universities also have initiatives for a sustainable campus, and these efforts are accelerating day by day. Management is extremely important for the success of sustainability initiatives in universities and for achieving desired goals. Especially in economic terms, support from management accelerates these efforts. In this way, access to resources becomes easier and interdepartmental coordination is facilitated.

For successful implementation:

- Clearly defining sustainability goals in the strategic plan and monitoring them through indicators
- Taking responsibility at the senior management level (e.g., a vice-rector position) and fostering institutional ownership
- Mechanisms and feedback loops that ensure stakeholder participation (students, academic and administrative staff, alumni, local community)
- Compliance with ethical principles and transparency in decision-making
- Assessing risks and opportunities through SWOT analysis

Measurement and Evaluation

As the concept of sustainability has expanded with continuous innovations in the life cycle, it has gained momentum in universities. Efforts and performance indicators are also advancing day by day. In this context, three main headings stand out. These are:

- Sustainable development goals in education

- UI GreenMetric
- Reporting system

Sustainability Reporting

As stated by the World Business Council for Sustainable Development, sustainability reporting is defined as a form of reporting that enables the simultaneous evaluation of companies' economic value, environmental impacts, and levels of social responsibility. While institutions and organizations present their sustainability-related activities in reports and on their websites, they also inform their stakeholders through sustainability reports. There are various internationally recognized reporting frameworks that are regularly updated in line with stakeholders' demands and needs (Gündoğan, Aydın, Turhan, & Berke). Many reporting systems draw attention worldwide.

GRI Standards

The Global Reporting Initiative (GRI), an international organization, was established in 1997 and set guidelines for sustainability reporting. In addition to publishing sector-specific guidance, GRI has updated these standards many times over the years (GRI, 2025). In order to create a sustainable campus, goals must be determined and strategies must be developed to achieve these goals.

UI GreenMetric

There are various assessment methods related to sustainability, and among them the most widely preferred is the green measurement (UI GreenMetric) system. There are several sustainability assessment systems, including (Köksal, 2022):

- Environmental management and environmental management systems,
- Comprehensive environmental efficiency assessment systems,
- Building research establishment environmental assessment method ,
- Leadership in energy and environmental design,
- Sustainability tracking, assessment & Rating system,
- World university ranking systems and
- GreenMetric.

Integrated Reporting and Integrated Thinking

Integrated reporting aims to bring together financial indicators with sustainability and impact metrics within a single value-creation narrative. In higher education, integrated reporting is considered to have the capacity to

present the strategy–implementation–outcome link more comprehensively and to help explain an institution's management approach to stakeholders (Adhikariparajuli et al., 2021).

6. Education, Research, And Societal Engagement

Institutional sustainability is not limited solely to green campus practices; it also encompasses the integration of a sustainability culture into education and research. In this context, sustainability-themed educational materials, interdisciplinary research projects, and community partnerships are indispensable elements of a university's institutional sustainability performance.

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative that aims to integrate responsible management principles into curricula, research, and stakeholder collaborations in management and business education (PRME, 2007). These principles are aligned with the Sustainable Development Goals, linking academic outcomes across business departments with the university's institutional sustainability policy.

Proposed Assessment

In this study, it is aimed to present an assessment matrix consisting of five core dimensions in order to classify universities' institutional sustainability activities and to make institutions' maturity levels more visible.

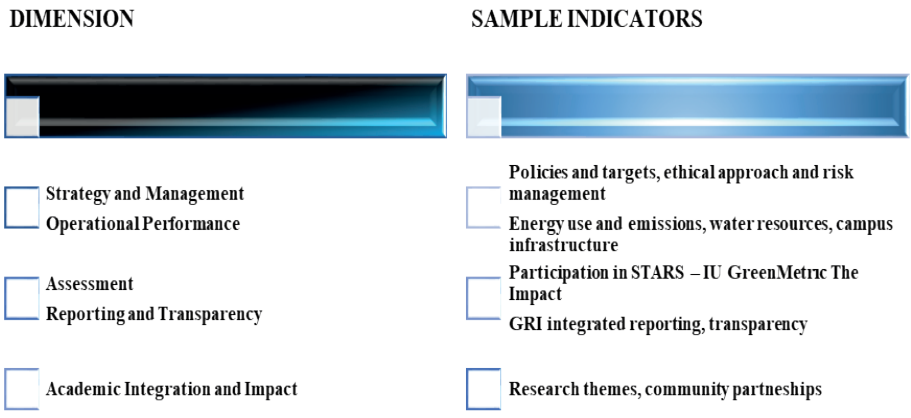
DIMENSION
SAMPLE INDICATORS
Strategy and Management
Operational Performance
Policies and targets, ethical approach and risk management
Energy use and emissions, water resources, campus infrastructure
Assessment
Reporting and Transparency
Participation in STARS – IU GreenMetric The Impact
GRI integrated reporting, transparency
Academic Integration and Impact
Research themes, community partneships

Figure 3. Dimensions of institutional sustainability in universities

7. Conclusion

Sustainable universities defined as higher education institutions that, while carrying out their activities, focus on reducing negative impacts on the environment, society, and the economy, and that promote a sustainable lifestyle across society support both the university and the broader community in various ways by introducing innovations in many areas. Particularly today, as awareness of the environment, climate change, water resources, and sustainability continues to increase, and considering the rapid depletion of resources, sustainability practices have become a necessity.

Sustainability criteria should be established for universities. This will ensure that, in the short and medium term, sustainability assessments and progress are supported at the institutional level for universities across the country. Increasing the number of electric charging stations; designing new buildings and ongoing construction projects with integration into renewable energy systems; raising employees' knowledge and awareness of sustainability, and continuing sustainability practices within the framework of the university strategy to overcome the resistance of some employees to change.Financial threats must be overcome in the medium and long term. Additional budgets and resources should be allocated for sustainability projects.It should not be overlooked that leading universities in the field of sustainability can provide not only contributions to society and the environment, but also indirect academic and financial gains. Encouraging sustainability reports, which are a voluntary reporting process, by policy-regulating institutions and organizations related to higher education institutions, and taking pioneering steps in this regard, are among the beneficial steps expected for future periods.

Sustainability is not limited only to physical infrastructure and energy management; it also encompasses every aspect of life, especially education, research, and community engagement. The integration of sustainability topics into course content will contribute to the continued development of the education sector in a conscious and responsible manner. In particular, students will be able to progress with greater awareness. Universities conduct a wide range of studies and research in the field of sustainability. In this way, progress can be achieved both nationally and internationally. Thus, universities will become not only institutions that produce knowledge, but also structures that serve as pioneers of sustainable transformation.

In addition, for a culture of sustainability to become permanent throughout the university, students, academic staff, and administrative personnel must all be actively involved in the process. The expansion of recycling practices, the

encouragement of daily habits aimed at saving water and energy, the increase of environmentally friendly alternatives in on-campus transportation, and the support of social responsibility projects all contribute to strengthening this process. At the same time, universities' cooperation not only within their own structure but also with surrounding institutions and social organizations will make it easier to achieve sustainability goals. Integrated projects and initiatives developed to enable universities to leave future generations a livable environment and a strong institutional structure will make highly significant contributions.

In conclusion, it can be said that, under today's conditions, educational institutions that adopt and implement environmentally friendly practices will not only create a more ecological campus, but will also foster a stronger, more creative, more conscious, and more hopeful future for coming generations.

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CHAPTER 5

Effective Communication in Businesses and Institutions: Target Publics, Planning, and Communication Barriers

Sergün KURTOĞLU[1]

Abstract

This study conceptually examines the conditions under which effective communication can be established for businesses and institutions, as well as the barriers that may weaken it. Its main point of departure is that communication is not a linear, one-way transmission process; rather, it is a reciprocal process shaped by the characteristics of the receiver, modes of meaning-making, the context in which the receiver is situated, and the way communication is planned. Accordingly, the study is designed as a conceptual and interpretive inquiry grounded in the literature. In this respect, the analysis brings together studies focusing particularly on planned communication, meaning-making, differences among target publics, feedback, the diversity of information sources, and communication barriers. Within this framework, the study first addresses the main components of the communication process, including reciprocity, meaning-making, the distinction between the intended receiver and the actual receiver, differences among receivers, and communication competence. It then discusses the problems created by assuming target audiences to be homogeneous in communication planning, together with the

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importance of feedback, the logic of strategic communication, the relationship between messages and cultural context, and the multifunctional nature of planned communication. In the final section, the major constraints on effective communication are identified by examining such factors as physical, personal, and semantic barriers; message distortion; difficulties in the acceptance of new information and ideas; well-established attitudes; and resistance to persuasion. In conclusion, the study argues that, for businesses and institutions, effective communication depends not only on producing the right message, but also on recognizing the characteristics of target publics, taking diverse information sources into account, engaging in strategic planning, and managing the process by anticipating communication barriers.

Keywords: Effective communication, Strategic communication, Target publics, Communication planning, Feedback, Communication barriers.

Introduction

Today, for businesses and institutions, communication is not merely a technical instrument that performs the function of transmitting information; it has also become a strategic field that establishes relationships with target publics, produces meaning, manages expectations, and influences institutional decision-making processes. Institutions' efforts to reach their target publics, inform them, persuade them on a particular issue, generate support, or sustain relationships are directly related not only to what communication says, but also to how it is planned, to whom it is directed, and how it is interpreted. For this reason, the question of effective communication should not be treated merely as a technical matter limited to message content, but rather as a multilayered problem of institutional relations and meaning-making.

This study aims to discuss, at a conceptual level, the basic conditions and major barriers of effective communication for businesses and institutions. Rather than relying on an empirical dataset, the study adopts an interpretive and synthetic approach grounded in the literature. Within this framework, the communication process is analyzed through the axes of receiver differences at the level of meaning-making, the diversity of target publics at the institutional level, planning, feedback, the diversity of information sources, and communication barriers. In this way, the text evaluates communication not only as a process of transmission, but also as a strategic structure that shapes institutional relations.

Within the literature underpinning this study, Windahl, Signitzer, and Olson are particularly prominent. Their work constitutes the main axis of the study insofar as it directly relates communication theory to the practice of planned and effective communication. Many of the issues that occupy a central

place in this study, including the distinction between the intended receiver and the actual receiver, feedback, the conditions of planned communication, the multifunctional nature of communication, and communication barriers, are discussed largely through this framework. For this reason, the approach developed by Windahl, Signitzer, and Olson is one of the principal sources that shapes not only the theoretical background of the text but also its conceptual organization.

A second important line is Brenda Dervin's (1983) sense-making approach. Dervin makes it possible to conceive knowledge or information not as a fixed entity waiting outside the individual, but as the outcome of meaning constructed by the receiver within a particular situation and context. This approach supports the study's argument that the receiver does not take in the message in a one-to-one manner, that meaning is constructed through processes of interpretation, and that communication can be effective only to the extent that it finds a response within the receiver's own world.

A third important cluster is represented by Cutlip, Center, and Broom (1994). Long regarded as a foundational and authoritative reference in the fields of public relations and institutional communication, this source provides the study with a strong framework in terms of communication barriers, message distortion, the difficulties involved in the acceptance of new information and ideas, and the managerial dimension of communication. For this reason, it plays a central role particularly in the section of the text devoted to communication barriers.

1. The Basic Dynamics of the Communication Process

The communication process requires reciprocity. The message sent and the meaning derived from it by the receiver do not correspond exactly, due to individuals' differing characteristics, experiences, and the conditions in which they are situated. For this reason, it is more appropriate to conceive of information not as a fixed element that exists externally and is transmitted as it is, but as content that is observed and interpreted by the individual within a particular time and context (Dervin, 1983). From this perspective, it becomes clearer that every message is open to different interpretations; nevertheless, for communication to begin, there must still be at least a minimal ground of shared understanding between the receiver and the sender (Windahl, Signitzer, & Olson, 1992, p. 11). Therefore, for messages to reach the other party in the intended manner, it is necessary to understand the receiver's conditions of observation and interpretation. How information is transformed by the receiver

is determined not only by external conditions but also by the psychological and socio-psychological processes in which the receiver is embedded.

In a communication process, the person receiving the message often responds not directly to the other person, but rather to the interpretation he or she assumes that the other person has formed about him or her. For this reason, regulating personal interpretations is an important issue in the communication process (Gökçe, 2003, pp. 154–155). Another related problem is the confusion between the intended receiver and the actual receiver. One of the approaches frequently adopted in communication planning, yet inappropriate in most cases, is to equate the intended receiver and the actual receiver with an entire community (Windahl, Signitzer, & Olson, 1992, p. 12). However, delivering a message to everyone does not mean that it will be received in the same way by everyone. This is because the common subjective ground related to the issue being communicated is often quite limited in large communities.

For this reason, rather than assuming large communities to be a homogeneous target audience, it is more appropriate to consider them in smaller subgroups; this makes it easier to direct communication more accurately and effectively toward distinct audience segments. In this way, planning communication according to the characteristics of narrower groups that share common features constitutes a more appropriate approach in terms of making the message more meaningful and functional for each target audience segment.

Just as equating the intended receiver with the actual receiver creates problems, so too does the failure of the two to coincide create difficulties in communication. If the actual receiver differs from the intended receiver in any of three ways, certain communication problems become inevitable (Windahl, Signitzer, & Olson, 1992, pp. 13–14): first, the actual receiver may constitute only a segment of the audience that is intended to be reached; second, the actual receiver may fall outside the audience that is intended to be reached; third, the actual receiver may also include people who were not meant to be reached. In such cases, it becomes difficult for the message to initiate and sustain communication at the relevant points; as a result, gaps in information may arise among the relevant groups, and the communication process may fail to proceed in a healthy manner.

If the actual receiver constitutes only a segment of the audience intended to be reached, the message will first be received by these individuals and then conveyed to the rest of the intended audience through the elements they select and adapt to their own forms of expression. In this case, the nature of the effect expected from the message will also become largely dependent on the actual receivers (Windahl, Signitzer, & Olson, 1992, p. 13). If, on

the other hand, the actual receiver falls outside the audience intended to be reached, the communication process will become directly problematic. By contrast, if the actual receiver also includes people who were not intended to be reached, alienation may emerge in communication. This is because people who are exposed to messages that are not meaningful or useful to them may gradually become indifferent to the issue over time (Windahl, Signitzer, & Olson, 1992, p. 14).

If the message remains at an abstract level for the receiver, it will fail to turn into knowledge; instead, it will remain as unused and nonfunctional data. In such a case, the intended outcome of the communication will not be achieved. Messages that remain at this abstract level are likely to take shape in the receiver's cognitive map as expectations or fixed prejudices concerning the issue in question.

Unless the receiver encounters information that relates to his or her own subjective interests, interest in the issue may gradually turn into alienation; if this condition persists, it may eventually develop into a sense of fatigue stemming from the belief that the messages are not relevant to him or her. For this reason, in order for communication to be effective, the message must be structured and conveyed in a way that connects with the receiver's interests and expectations and clearly demonstrates why it is important from the receiver's point of view; otherwise, the message's capacity to generate meaning may weaken. Such a process not only hinders the development of participation in communication, but may also lead, over time, to a breakdown in communication concerning the issue itself.

2. Communicative Competence, Receiver Differences, and Communication Resources

The concept of communicative competence, first introduced by Hymes (as cited in Mutlu, 1998, p. 178), draws attention to the knowledge and skills required by communication. Given that communication is a process through which social reality is collectively produced and reorganized, the achievement of competence in this process depends on preventing communication breakdowns and correctly identifying the barriers that emerge (Mutlu, 1998, p. 168). In this respect, communicative competence includes the ability of individuals to evaluate the communication problems they encounter not only at the individual level but also within the structural and contextual conditions in which they are situated (Mills, 2000, p. 307). The absence of such a perspective makes it more difficult to render communication-based barriers visible and, consequently, to overcome them. On the other hand, considering that the structures within

a given system display similarities because they are parts of that system, it is clear that the institutions engaged in communication and the communicative means they employ are not independent of the structural environment in which they operate; on the contrary, they reflect the characteristics of that environment (Oktay, 2002, p. 3). For this reason, communicative competence cannot be reduced solely to individual skills; it is also closely related to the organizational context in which communication takes place.

Another point that should not be overlooked in the communication process is that individuals tend to use communication in different ways under different conditions, and this difference also leads to variation in the effects that communication may produce. Rosengren's typology of socialization conditions, as cited in Windahl, Signitzer, and Olson (1992, pp. 219–220), shows that the individual's level of resources and the level of control exercised by the agent of socialization are among the main variables determining how a message is received. Within this framework, when the individual's level of resources (high/low) and the level of control exercised by the agent of socialization (high/low) are considered together, four distinct socialization conditions emerge, namely participatory, protective, pluralistic, and liberal socialization. This typology is important because it shows that it is not possible to expect uniform and predictable responses from receivers in the communication process.

Table 1. A typology of socialization conditions

A typology of socialization	High control by the agent of socialization	Low control by the agent of socialization
High level of individual resources	1. Participatory socialization	3. Pluralistic socialization
Low level of individual resources	2. Protective socialization	4. Liberal socialization

Source: Adapted from Rosengren, as cited in Windahl, Signitzer, and Olson (1992, p. 220).

The socialization conditions presented in the table show the different directions in which communication may be shaped by individuals (Windahl, Signitzer, & Olson, 1992, pp. 219–220). Within this framework, the individual's level of communicative and cognitive resources and the degree of control exercised by the agent of socialization appear as the main variables that determine how communication will be received and what kinds of outcomes it may produce.

In a socialization process characterized by a high level of control, individuals with high and low levels of resources are expected to use communication in different ways. While those with a high level of resources may shape communication in order to produce new outcomes and achieve progress, those with a low level of resources may act more in order to preserve their existing position and legitimize their behaviour. By contrast, in socialization processes characterized by a low level of control, individuals with a low level of resources may respond to communication with confusion and indifference, whereas those with a high level of resources may give more creative responses even to unexpected messages. For this reason, this model demonstrates that it is misleading to expect uniform and predictable effects from receivers in the communication process (Windahl, Signitzer, & Olson, 1992, pp. 219–220).

The fact that a source is held in the hands of a certain monopoly provides an indication of the extent to which a message can be used in different ways by individuals. If individuals have limited opportunities to access alternative forms of the message or the news and also lack additional means through which they can monitor what is being conveyed to them, they will be less able to develop different perspectives on the world (Burton, 1995, p. 206). For this reason, whether individuals have a high or low level of resources is also related to the degree to which sources are monopolized. While individuals with a high level of resources may be expected to develop a communication process oriented toward participatory or pluralistic socialization, the fact that resources which appear rich are closed in terms of content may alter the direction of this process once again. This situation may also limit the emergence of new forms of relationships and possibilities for change through communication structures and processes. Therefore, it is important for institutions to structure their communication by coordinating different tools and media in a complementary manner, while also taking into account the decision-making processes and media-use habits of the target audience and preserving clarity and consistency in content (Ang, 2014, pp. 4–5). In this respect, communication should be understood not only as the transmission of messages but also as a process that involves the establishment and reconfiguration of relations of change (Topçuoğlu, 1996, p. 14).

3. Context, Feedback, and Planned Communication

The success of communication depends on the use of symbols in ways that attract the attention of the target audience, address its needs, and correspond to the form of communication employed (Uysal, 1998, p. 199). In other words, effective communication requires the strategic planning of the elements that

dominate the process. In this respect, two points are particularly important for communicative success: context and feedback.

Context, or situation, refers to the conditions of meaning in which the communication process takes place. The communication process is shaped through the interpretation of these conditions by those engaged in communication on the basis of their experience and knowledge; in other words, the communicative context is formed and transformed not only by external conditions but also by the mental operations of those participating in communication (Gökçe, 2003, pp. 102–106). Considering the role of culture in conferring meaning upon phenomena, it should also be added that context may be conceptualized in relation to culture (Kağıtçıbaşı, 2000, p. 48).

Peltekoğlu (1998, p. 130) states that, for effective communication to be achieved, the target audience should be seen not as a passive receiver but as a subject who evaluates alternatives in line with his or her own purposes, and emphasizes that communication produces a process oriented toward mutual understanding through shared knowledge and experience. For this reason, information concerning what the receiver thinks and how he or she behaves, in other words feedback, is important for sustaining communication in the intended direction. Senders often try to understand how the message has been received, and for this purpose they look for signs of communicative reactions. From the perspective of the communication planner, feedback is a tool that makes it possible to control the communication effort and thereby to guide the process more effectively. It is also known that spontaneous feedback is limited in mass communication. Feedback constitutes part of the receiver's response to the sender's message (Windahl, Signitzer, & Olson, 1992, pp. 16–17). The information obtained in this way gives the communication planner the opportunity to develop a new strategy. Feedback is one of the main indicators of the power to initiate or sustain the communication process.

For effective communication to be achieved, the need for the organization to be informed about its target publics assumes particular importance. The information conveyed derives its meaning not merely from its formal characteristics, but primarily from the relationship it establishes with the subjective world of the receiver. For this reason, a message can be effective only to the extent that it finds a response within the receiver's own world (Nalçacıoğlu, 2003, p. 51).

On the other hand, in order for an effective communication process to be initiated, an important issue is the extent to which the social structure in which the public is situated and the conditions under which it operates are known. Within the framework of systems theory, Thayer (as cited in Oskay, 1993,

pp. 331–332) states that the parties involved in the communication process cannot be considered independently of the aims and conditions of the social unit within which they exist, and that those participating in the communication process seek to achieve alignment with the social system; for this reason, he emphasizes that, rather than asking what effects communication has on people, it is more important to understand how the person participating in the communication process determines the effects of that process.

Strategic decision-making requires not only evaluating what the other party knows, but also assessing that party's awareness of our state of knowledge and our possible strategic orientation (Mutlu, 1998, p. 320). For this reason, strategic communication has a dynamic structure consisting of interwoven and successive stages (Üzün, 2000, p. 52). In planned communication, the more is known in advance about target audiences and their needs, the stronger the possibility of increasing communicative effectiveness becomes. In this respect, the main aim of the communication planner is to create an effective communicative situation by using appropriate resources and forms of communication in ways that attract the target audience's attention and support the process of meaning-making at the level of receiver interpretation.

Planned communication should be designed in a way that meets certain conditions, as Windahl, Signitzer, and Olson (1992, p. 19) emphasize:

- that long-term planning should be supported by concrete actions carried out in the short term,
- that communication should be constructed not through a top-down understanding but in a way that also takes into account elements emerging from below,
- that broader and more general aims should be considered together with specific and clearly defined objectives, and
- that the views and perspectives of both the sender and the intended receiver should be taken into account.

When groups engaged in communication share common characteristics, communication tends to become more effective. For this reason, when communication planners see that it is difficult to achieve direct agreement with intended receivers, they may use communication intermediaries such as opinion leaders as effective instruments (Windahl, Signitzer, & Olson, 1992, p. 28).

In communication planning, messages are formulated in line with specific purposes, and in many cases the institution that carries out this planning also

coincides with the institution that conveys the message. This leads receivers to regard the planning institution as the primary source of the message being communicated. On the other hand, the formulation of the message, just like its reception and interpretation, is not independent of the cultural context and subcultural differences within which it is situated. For this reason, even if the same message is structurally constructed in a similar manner, it may still be interpreted differently within different cultural and subcultural frameworks. This situation reveals the importance, in communication planning, of producing the message in a way that is specific to the cultural environment in terms of both content and form.

The communication planner may have to assume simultaneously both the role of the manager who makes decisions about communication strategies and the role of the sender who undertakes the implementation of those decisions. The importance of this becomes visible in the receiver's response to the message. If the perception of who is conveying the message is not clear, communication may be rejected, or the legitimacy and credibility of the message may be questioned (Windahl, Signitzer, & Olson, 1992, p. 10). It is therefore important that the receiver clearly perceives who is initiating the communication, since this helps the message to be considered rather than rejected. In a similar way, the clarity of the field of interest or the context in which the message is presented may also positively affect readability and, consequently, the initiation of the communication process (Windahl, Signitzer, & Olson, 1992, p. 10). These two qualities, namely clarity and the explicitness of the field of interest, are described as the sincerity of communication (Windahl, Signitzer, & Olson, 1992, p. 10).

Communication requires the establishment of a certain balance of power within reciprocal relations. However, the fact that the parties are potentially capable of influencing one another does not always mean that reciprocity in the full sense has been achieved. Nor does the mere fact that a message reaches its target, by itself, constitute evidence of bidirectionality or reciprocity. In communication, reciprocity also refers to the establishment of a relative balance of power between the parties (Windahl, Signitzer, & Olson, 1992, pp. 7–8). Yet this condition becomes problematic in mass communication processes directed at broad groups of receivers, because feedback in mass communication is often limited and difficult to obtain.

In such cases, it becomes important that communication should not remain confined merely to the transmission of the message, but should instead be structured in a way that takes into account the receiver's interests and areas of benefit, makes visible the different dimensions of the issue, and reduces

the use of one-way power; in other words, the provision of source diversity gains importance. A communication structure nourished by different and reliable sources may not only prevent meaning from being confined within a single frame in the process of reaching the receiver, but may also contribute to a relative sharing of the balance of power between the parties. At the same time, methods that will make feedback more effective in mass communication must also be developed, because such a process will strengthen the reciprocal nature of communication. Considering that institutions today seek to reach their target publics not only through face-to-face communication but also through mass communication media, the importance of these requirements becomes more evident.

In the communication process, and depending on a social system and the conditions of being within it, parties attribute meaning to the message they perceive by relating themselves to it; for this reason, a communication process in which the individual finds no possibility of doing so becomes, for that individual, a meaningless burden that is unnecessary for social life or even to be avoided, and, because in such a case it no longer possesses the qualities it ought to have, it can no longer be regarded as a healthy communication process (Oskay, 1993, p. 338). For this reason, the capacity for reciprocity in communication requires taking into account the fact that people use different types of knowledge and use knowledge in different ways (Uysal, 1998, p. 206). When the source or institution takes these characteristics of the receiver into consideration, it can establish a communicative ground that is more appropriate for the receiver both in terms of the quality of the information and the way in which it is processed, and thus make it possible both to meet the receiver's needs and to support changes in thought and attitude.

In this respect, what communication planning seeks to do is to render communication and information controlled yet appropriate to the receiver. However, such appropriateness and control do not mean the transmission of uniform information and values. On the contrary, reducing communication to a uniform structure may turn it into a restrictive and destructive force rather than a unifying one. Indeed, Granovetter's notion of the strength of weak ties (as cited in Windahl, Signitzer, & Olson, 1992, pp. 47–48) suggests that homogeneous structures characterized by communication among people with similar backgrounds generate less creative information transfer than heterogeneous structures. For this reason, a uniform communication process may deprive the relationship between institutions and target publics of creativity and of alternative communicative possibilities that could be developed in response to possible changes.

By contrast, the fact that more plural connections established across different groups and sources provide a more favorable ground for the emergence of new interpretations and options (Burt, 2004, pp. 349–350) is important in terms of enhancing the communicative capacities through which institutions can adapt to changing conditions.

This uniformity may emerge not only in the structure of the communication process itself, but also in the ways in which circulating information is produced and presented. A quantitative increase in information does not always constitute a sufficient solution against the transmission of uniform knowledge and values. On the other hand, when information is produced through a narrowing of its field of meaning, it may direct the production of images rather than generating mental movement in the individual, and such a situation may lead to the strengthening of judgments with a weak rational basis (Topçuoğlu, 1996, p. 172). At this point, Carey's distinction between centripetal and centrifugal tendencies (as cited in Windahl, Signitzer, & Olson, 1992, p. 49) also gains importance. Accordingly, while the centripetal tendencies of communication have a unifying function that gathers beliefs around a particular center, centrifugal tendencies make it possible for the receiver to encounter different and new forms of information (Windahl, Signitzer, & Olson, 1992, p. 49).

Within the communication process, this centrifugal orientation may create a more favorable ground for rational evaluation and choice by enabling the receiver to encounter different kinds of information and perspectives. This, in turn, contributes, from the standpoint of institutions, to the establishment of a more balanced and participatory relationship with target publics.

4. Public Relations and the Functions of Planned Communication

The need for the entry of different and new information is institutionalized, at the organizational level, in the boundary-spanning function of public relations. In this framework, what is expected from public relations professionals is that they establish connections between the organization and relevant groups and individuals. As a field of communication operating within the relationships that institutions establish with different target publics, public relations not only conveys the organization's views to the relevant groups, but also carries the approaches, expectations, and reactions of these publics back to the organization (Windahl, Signitzer, & Olson, 1992, p. 48). This function enables institutions to identify, in a timely manner, new and different information coming from different publics, to recognize possible risks and demands at an earlier stage,

and to develop communication mechanisms accordingly. In this respect, within a planned communication process at the organizational level, public relations constitutes a value insofar as it regulates the flow of communication and carries information and expectations coming from different publics into the organizational structure.

In social systems, the presence of individuals and groups who are connected to one another yet possess different kinds of information and ideas may, under certain conditions, provide significant benefits to the system. The entry into the system of different, and even opposing, information and ideas constitutes one of the fundamental bases of adaptability and sustainability under changing environmental conditions (Windahl, Signitzer, & Olson, 1992, p. 48). From this point of view, the primary function of different kinds of information and ideas is to expand the system's field of movement and evaluation. From the standpoint of institutions, this reveals the importance of designing communication with target publics not in a one-dimensional form but in a way that remains open to a plural flow of information.

Public relations is an interactive effort grounded in communication and aimed at improving relations between management and target publics (Kazancı, 1999, p. 59). In this respect, public relations is directly related to the planning and management of communication. Regarded as one of the key functions of planned and effective communication, public relations constitutes a fundamental managerial function in producing the intended effect in communication. However, not every communicative effort can be regarded as public relations, just as not every practice carried out under the name of public relations can be said to meet the requirements of planned and effective communication. The ability of public relations to perform this function depends on its capacity to perceive and manage differences correctly and to organize the communication process accordingly. For this reason, the value of public relations lies not only in producing messages, but also in its ability to manage strategically the communication established with different publics.

According to Windahl, Signitzer, and Olson (1992, pp. 135–136), planned communication messages may perform more than one function at the same time. These functions are as follows:

1. Social function: It refers to the establishment of relations between parties through communication and to the support of a shared sense of belonging within the organization.

2. Explanatory function: On the one hand, it aims to produce meaning and persuade on a particular issue, and, on the other hand, it seeks to clarify and resolve situations of uncertainty or conflict that arise.
3. Control function: It refers to the transfer of information aimed at influencing attitudes and behaviours.

Therefore, planned communication should be regarded as a multifunctional process that not only conveys information, but also establishes relationships, clarifies meaning, and produces certain orientations.

5. Barriers to Effective Communication

According to Oktay (2000, pp. 364–365), there are three broad types of barriers in the communication process: physical, personal, and semantic barriers. While physical barriers consist of environmental factors that prevent or reduce the sending and receiving of the message, personal barriers arise from individuals' interpreting messages within the framework of their own knowledge, beliefs, and attitudes, and semantic barriers arise because symbols may carry more than one meaning, which leads the receiver to attribute a meaning to the message different from that intended by the sender (Oktay, 2000, pp. 364–365). Physical barriers do not stem only from environmental conditions. At times, the very manner in which the source presents the message, as in the case of presenting a subject through too many channels and in a scattered form, may itself produce a physical barrier that weakens the persuasive effect of the message (Uysal, 1998, p. 209).

Despite the sender's considerable efforts, many barriers may arise in the communication process. It is also a fact that no message reaches the receiver in a pure and unchanged form. The receiver may amplify the message, alter it, misunderstand it, or even ignore it. This can be explained in terms of personal selection or personal perception, because the individual perceives the message received by filtering it through his or her own social environment, past experiences, and belief system. As Cutlip, Center, and Broom (1994, p. 185) note, barriers may also arise from the limited degree of shared background and experience between the sender and the receiver. They also list the reasons why communication may fail to be effective as follows: differences in participants' backgrounds, differences in education, differences in levels of interest in the message, differences in intelligence, differences in mutual understanding and tolerance, differences of age, gender, race, and class, differences in language abilities, differences in the abilities of the sender and the listener, and differences

in prior knowledge (Cutlip, Center, & Broom, 1994, p. 185). To these, ego defense arising from the individual's self-protective attitudes may also be added.

Especially in mass communication processes directed toward broad and heterogeneous publics, the limited nature of feedback and the insufficiency of information concerning receiver groups may lead to messages being constructed in ways detached from the characteristics of target audiences. Effective communication, however, is not merely a matter of sending the message, but rather a multilayered process that requires taking into account the social, cultural, and psychological conditions within which the receiver interprets that message.

Messages may become distorted in the communication process; especially in mass communication, as a message spreads, it tends to disperse and lose information. For this reason, institutions should present complex issues in a comprehensible manner while also taking into account that the receiver's level of interest may be limited; however, they should also take care not to allow the fundamental nuances that make the issue complex to disappear.

Messages intended to secure the acceptance of new information and ideas, however, encounter certain difficulties (Cutlip, Center, & Broom, 1994, pp. 184–185):

- Complexity of the idea: The more complex an idea is, the fewer the number of people who will understand it and act upon it.
- Difference from familiar patterns: People do not accept new ideas and products that differ radically from what they already know (conformity).
- Conflict with dominant ideas: New ideas have to compete with ideas that have already gained acceptance before them.
- Need for usefulness and evidence: Ideas whose usefulness can be demonstrated and evidenced are accepted more easily.
- The power of authorities' interests: The interests of authorities may be strong enough to obstruct progressive initiatives.
- Failure to respond to a new need: Interest in messages that are thought unlikely to meet needs and expectations remains low.
- Frequency of promotion: An idea or product may succeed if it is continuously promoted before the public.

Even a communication process that has largely overcome the barriers on the way to reaching its target and has attracted sufficient attention may, in

many cases, still encounter strong and well-established attitudes. Individuals tend to resist persuasive messages that conflict with their existing attitudes (Dursun and Tümer Kabadayı, 2012, p. 76). This resistance constitutes a significant barrier that reduces the effectiveness of communication efforts. Freedman, Sears, and Carlsmith (1993, pp. 405–420) explain that there are two main reasons why attitudes are difficult to change: first, individuals are often directed by their environments toward information that supports their existing attitudes, in which case those attitudes are not sufficiently challenged; second, individuals may be so strongly and psychologically attached to their attitudes in particular areas that changing them becomes almost impossible. Since communication operates within the framework of existing knowledge and expectations, the successful continuation of the communication process depends to a great extent on whether differences between the parties are correctly perceived and whether those differences are taken into account as premises of the communication process (Gökçe, 2003, p. 161).

Conclusion

This study has shown that, for businesses and institutions, effective communication cannot be treated merely as a matter of producing or transmitting messages; rather, communication is a multilayered process that must be considered together with the characteristics of the receiver, modes of meaning-making, the context in which communication takes place, the nature of the sources employed, and the way communication is planned. Within this framework, the success of the communication process depends on recognizing the distinction between the intended receiver and the actual receiver at the level of reception, avoiding the assumption that target audiences are homogeneous in communication planning, incorporating feedback into communication planning, taking the expectations of target publics into account in institutional communication strategies, and constructing communication not as a uniform process but as one open to a plural flow of information. Elements such as communicative competence, strategic planning, cultural context, the interpretation of the message, and source diversity stand out as the basic conditions of effective communication.

At the same time, the study has also demonstrated that effective communication is confronted by physical, personal, and semantic barriers, that messages may become distorted, that the acceptance of new information and ideas may encounter various forms of resistance, and that well-established attitudes may limit the impact of communication efforts. For this reason,

success in communication, from the perspective of businesses and institutions, becomes possible not simply through producing more messages, but through recognizing the differences among target publics, constructing the message in a meaningful and context-sensitive way, anticipating possible barriers within the communication process, and using feedback as strategic data. In conclusion, effective communication will acquire a functional and sustainable character only to the extent that the institution is able to bring its own aims into alignment with the interests, expectations, and meaning-making processes of its target publics.

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